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Y Drindod Dewi Sant
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Trinity Saint David

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IDENTIFICATION OF CAUSES AND EFFECTS OF POOR COMMUNICATION IN CONSTRUCTION INDUSTRY

MEGHA KWATRA
STUDENT ID: 2107155

ABSTRACT

Construction industry is a complex and risky business. Due its complex nature it consists of several stakeholders having different goals, skills, cultures, and objectives and therefore construction industry requires an effective form of communication so as to ensure there is proper project management within the industry.

Any company may incur significant costs as a result of poor communication in the construction sector. Poor communication in the construction sector can have disastrous effects on all parties involved because it may lead to the following losses:

- Loss of workers hence leading to low labour
- Loss of industry customers, goods, and services
- Employee turnover
- Injury and accidents

The primary objectives of this study are to pinpoint the root causes of poor communication in the construction sector, as well as its effects and potential solutions. They also include identifying the main impacts of poor communication on organizational and business performance as well as recommending methods for enhancing a company's communication infrastructure.

The study's results will assist the construction industry and other organizations in improving communication, as well as the overall organizational structure of the sector and employee motivation. Data was analyzed and presented using a variety of descriptive statistics methods to determine and analyze the magnitude of poor communication in the construction industry and better channels of communication.

ACKNOWLEDGEMENT

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Thank you to everyone involved

DECLARATION STATEMENT

This dissertation is the result of my original research. It has been composed by me and has not been previously submitted for examination which has led to the award of a degree.

Signed by: Megha Kwatra **Date: 21 October,2022**



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INTRODUCTION

Construction industry plays a very important role in the economic and social development of the U.K. and many countries worldwide but it has been hindered by several problems with poor communication being the major issue undermining various activities in the construction industry (Clamped, P.G. and Girard, D. (1993) 'Communication satisfaction).

The core competency element to success of a project in a construction industry is effective communication. But it has been a great challenge for several industries to perform effective communication within its workplace because it consists of many parties each having different duties and different responsibilities, these fragmentations have led to ineffective communication.

Construction industry has brought a positive impact towards building good relationships within countries since people from different countries interact and to meet the common goal of project success. However, the construction industry is riddled with challenges and complexities, poor communication is the major challenge facing the construction industry; it has impacted development of construction at large (Ibrahim, M.M., El-Khedr, S.M. and Nosek, L.J. (2013).

Communication is considered effective when the message is delivered from the source to the receiver in a polite manner so that the receiver will get it timely and give an appropriate feedback or response. Communication in the construction industry is done in many ways and takes place between people with different ranks within an industry, there is communication between project managers, between project managers and supervisors, between supervisors and workers and between workers and their work mates (Woods, D. (2010).

RESEARCH AIM

Since it is the cornerstone of every construction company's development and foundation, poor communication in the UK construction industry is the biggest issue that is harming performance in the majority of organizations. The most important component of any business is communication, which has an impact on its success and expansion (Horowitz, S. (2012) '.

The main purpose of the study is to determine the causes of poor communication in a construction industry and the effects that poor communication has caused to the construction industry. This research is also aiming at establishing control for the effects of poor communication so as to help several construction industries to develop and advance technologically (Rogers, C.R. and Farson, R.E. (2015 reprint of 1957 edition).

This research also aims at identifying channels of communication in different construction industries and how they can be made to be more effective, strategies of enhancing effective communication are also studied.

Besides the concept research methodology my experience as a student leader for four years and being involved in different organizations where the success factor is good communication encourages me to engage in explorative study of poor communication in construction industry and derive its major causes, effects on development and strategies to reduce the effects of the poor communication [19].

This research also encourages people and helps them in discovering the most recent information that is available hence keeping people up to date, updated information about communication in construction industry will prevent people from presenting inaccurate information, people are confident enough to talk about poor communication in construction industry when they are armed with the latest and accurate information from the research (Mitchell, O. (2022).

This research is also aiming at building people's credibility since it provides a good foundation upon which people can develop their ideas and thoughts they are having based on the current issues facing communication in construction industry, people reading this proposal can present their information about poor communication in construction industry with a greater confidence since they will

be sure that the information provided is accurate and up to date (Morrissy-Swan, T. (2018.

This research also aims at encouraging curiosity since it is about using the latest existing information in creation of new opinions and ideas. In the process of creation of new ideas this research sparks curiosity as people are encouraged to explore and gain deeper insights into poor communication in the construction industry [22].

RESEARCH QUESTIONS

RQ1: What are the primary reasons for bad communication in the construction sector?
RQ2: Is it simple to deal with the consequences of bad communication?
RQ3: Who is in charge of ensuring that the construction company has an effective method of communication?
RQ4: Can poor communication affect the construction industry's productivity and technological advancement?

RESEARCH OBJECTIVES

The main objective of this project is to investigate causes of poor communication in construction industry and determine its effects on the industrial growth and technological advancement, this study sought to:

Identify the construction industry issues that contribute to poor communication.
Identify how the development of the construction business is impacted by inadequate communication.
Ascertain the impact of inadequate communication on employee motivation.
Identify the various techniques or tactics that can be applied to enhance communication in the various construction sectors.

LITERATURE REVIEW

There are a lot of case studies showing how poor communication in a construction industry can have real world cost, one of the case study is “Comma Quirk” which was based on Rodgers contracts and poor communication cost over $ 2 million, another case study is the one by Edward known as Tufte’s discussion which involved a failed power point presentation that led to a lot of loss in the company. This study was guided by the writings of Harris and Elashmawi, they argued that communication is the primary element of for understanding how members of a construction industry should behave.

The construction industry is a complex and dynamic business having many shareholders that have different interests, different professions and skills collaborating to fight the problems facing development of construction industry, people in construction industry come from different places and different backgrounds and the shareholders can be in form of contractor, project managers and owners of the company.

Communication is essential in construction due to the frequent encounters and informational requirements of the business environment. It always involves public competitive action when professionals who are working in a construction industry debate issues, evaluate the arguments and defend positions of others Most individuals who work frequently produce a range of communications, many of which are written, including reports, emails, letters, memos, performance evaluations, procedures, instructions, and proposals, especially those in upper and middle management.

Furthermore, it is said that effective communication is crucial to comprehending how organizations and the construction industry functions and how individuals of the organization or construction industry should behave there in order to develop their careers. Every level of the professional path is believed to require a stronger grasp of organizations. Additionally, linked to the expansion of a positive workplace culture, job satisfaction, and employee happiness and productivity is the practice of effective communication.

Organizational leaders need good communication skills since they make it easier for them to run the business. Companies value communication, therefore they use

it as a barometer when selecting new employees or gauging their success. According to Wagner (1995), businesses need their staff members to retain secrecy, compose at the keyboard, write persuasively, create regular letters, utilize correct placement and structure, and write certain sorts of letters. Additionally, they evaluated oral and interpersonal skills as being of utmost importance. Additionally, fundamental English skills and knowledge of ethics, morality, values, and sensitivity were deemed to be vital or extremely important.

Many things have been carried out to counter the effects of poor communication in construction industry such as ensuring there is a correct mode of conveying information, good leadership is also one of the strategy that has been put in place so as to get rid of poor communication in construction instruction.

Concepts and Interpretations of Information and knowledge

Before the questionnaire was created, I saw that communication among management consultants might offer both knowledge and information. These two ideas' definitions and the reasons for their significance for management consulting firms are addressed in this section. Before the questionnaire was created, I saw that communication among management consultants might offer both knowledge and information. These two ideas' definitions and the reasons for their significance for management consulting firms are addressed in this section. The idea of knowledge in organizations has recently gained more and more traction in literature. According to Lam (2000), an individual's brains and physical talents contain knowledge that is part of the knowledge held by the organization (p. 491). It has been viewed as a company's most important resource (Ipe, 2003; Hendriks, 1999).

It is believed that knowledge will be valuable or beneficial in a business setting. Sometimes people think of expertise as information that consultants learn via their own training and experience in the past. Knowledge is also thought of as judgment, which people grow over time and which aids in their ability to use information successfully when providing client services. Additionally, knowledge encompasses more than just technical or product competence; it also includes an understanding of clients, markets, and the behavior of those inside them. Thus, based on the historical history of knowledge, knowledge adopts exceptional configurations as it accumulates over time. (Morris & Empson, 1998)

Functions and Explanations of Knowledge sharing

Controlling the process of identifying, organizing, storing, disseminating, using, and preserving knowledge in order to accomplish strategic goals was described as knowledge management (Haney & Driggers, 2010). It performs exceptional and vital advantageous duties. Evidence strongly shows that organizations would perform better if there was a greater focus on knowledge creation, provision, sharing, use, and protection (Earl, 2001). Many researchers have started conversations about the significance of knowledge management methods and systems, which more and more businesses are attempting to implement in order to use their information more efficiently information within one organization (Ipe, 2003). Knowledge sharing is one of the essential elements of knowledge management (Earl, 2001). Reporting is described as the exchange of information from predetermined routines or structured formats, whereas sharing refers to an intentional behavior by persons who engage in knowledge exchange even in the absence of any coercion (Davenport, 1997). Practically speaking, it has been established that a major obstacle to successful knowledge management in businesses is a lack of information sharing (Hendriks, 1999).

Role of Communication

The primary channel of information sharing that has been examined in this study is communication. It suggests transmission across an interacting linguistic structure with expression in speech and writing (Cooren et. al. 2011). Conversation can be shown to be a message or a planned action carried out through communication. Text can be used to record activity and messages that take the form of text. Data on client segmentation and service portfolio presented in a well-organized text format would give professional service firms crucial competitive advantages. utilizing communication technologies and promoting improved staff communication to enable information retrieval for other project teams and understanding could improve these benefits when necessary (Sahin, 2011).

Role of Performance Measurement

Performance was described as effectively implementing and managing the various business components models that focus on timely completion of specific goals within specific organizational and conditional restrictions (Lebas, 1995). It appears that there are several different performance criteria: gaining market share,

boosting customer happiness, and environmental contribution, innovative product and technique as well as new technology, satisfied monetary gain and so forth. Performance evaluation is the main component of quality assurance both as a theory (Powell, 1995) and as a low-cost monitoring system (Abowd, 1990).

Companies employ metrics like corporate financial, economic, and market performance parameters to link annual corporate performance with annual cash remuneration. An advanced performance-based compensation system's effectiveness is its fundamental component efficiency and layout. Performance measurements need top 15 management support before the data collection procedure ever starts. The way in which performance is measured could be arbitrary (Folan & Browne, 2005). Top typically selects the measures from a range of options management. Five fundamental difficulties in performance management control were introduced by Otley (1999). systems: target setting, incentive programs, organizational goals, tactics, and accomplishment plans as well as incentives and feedback loops for information.

Reward for Knowledge Sharing

After the performance evaluation is complete, managers will start to think about ways to reward the top workers in order to encourage future growth in knowledge sharing. In order to ensure that management incentives and business objectives are in line, companies pay attention to tying compensation schemes to strategic targets (Ittner et. al. 1997). Bartol and Srivastava (2002) looked at the effect of financial incentives in promoting information sharing inside firms in the context of knowledge sharing. They divide incentives between monetary ones like merit bonuses and non-monetary ones like gifts certificates, a compliment, or public acknowledgement. Beyond material benefits, it may also have intrinsic benefits.

such as enjoyment or fulfillment from accomplishing chores.

BACKGROUND OF THE STUDY

Communication is very complex and cannot be defined in a single sentence since it comprises many types which are categorized as per the number and the rank of people involved in communication for a certain construction industry. Types of communication include:

- Interpersonal communication
- Mass communication
- Group communication
- Online communication
- Intrapersonal communication
- Group communication
- Public communication

invention and technological advancement, workers from different departments can discuss and share ideas and an effective form of communication is required for the company to succeed (Thompson, N. (1996).

A large number of individuals connect through media like television, the internet, or wall murals in a process known as mass communication. Both verbal and nonverbal communication are divided into two categories. Every administrative task and responsibility involves some type of indirect or direct communication. Communication in the construction industry is improved through motivation of employees (Morrissy-Swan, T. (2018).

Communication is important not just for a company, but also for day-to-day life. According to Gamble et al., "how we engage with one another shapes our lives and our environment" and that "communication is the essence of our humanness." Communication abilities can help us reach out to one another or face situations that challenge our adaptability, honesty, expressiveness, or capacity for critical thought.

THEORETICAL FRAMEWORK

Shannon and Weaver Theory of Communication

The Shannon and Weaver idea, which has evolved with this communication theory over time, is the one that most accurately represents the nature of communication, giving it the title "mother of all models." According to this hypothesis, a message must first pass through the source of interference before it can be broadcast by a transmitter and delivered via a signal toward the receiver (NHS Moodzone) (2019). The message is subsequently delivered to the intended recipient via the receiver. Excellent communication is essential for industry success, and it is now understood to be a need.

Osgood and Schramm's circular theory of communication

Osgood and Schramm's theory of communication emphasizes the cyclical nature of communication because people alternate between the roles of encoder and decoder. (Kislik, L. (2012). Although it goes a step farther, this theory is also founded on the communication theory of Weaver and Shannon. According to Schramm, a successful communication process should include the sender, the channel, and the receiver, as well as a turn-taking arrangement such that while one person speaks, the other person should be listening.

In this paradigm, both the sender and the receiver perform the roles of interpreter and decoder of the information being transmitted. According to Osgood and Schramm's circular theory of communication, successful communication is only feasible if both the sender and the recipient can understand the message being transmitted (McCoy, J. (2017).

The project manager, for instance, may have the best of intentions and think that she is effectively communicating with the supervisors in relation to the industry of construction. However, because the workers weren't informed on a certain piece of information that was crucial to the project manager's message for a long time, the supervisors failed to understand the point of what the project manager was attempting to convey, which resulted in poor communication (Radicati Group (2015) '.

STATEMENT OF THE PROBLEM

The construction industry's success is determined by the communication in the industry, poor communication will reduce the productivity of workers in an industry while a good communication model will improve several sectors in a construction industry (Fisher, C. (1997). Communication is essential in construction industry for motivating, controlling, decision making and emotional expression, in construction company poor communication is very inevitable several organizational reports and research shows that the most important factor that aid in building employee motivation is positive communication and the better the supervisors or project manager's communication the more satisfied and productive the employee , building better relationship with employees will make the construction industry to be more productive and advance technologically (University of Washington, (2021).

Poor communication can result in accidents and employee turnover in the construction business, as well as client loss. Therefore, it is crucial to investigate the consequences of communication in order to develop suggestions that would aid the industry in managing these effects.

RESEARCH OVERVIEW

The study is basically concerned with poor communication in construction industries in the United Kingdom. This research is basically concerned with how poor communication has impacted development and technological advancement in construction industries and its effects on employee motivation.

The research was conducted in several construction industries in the United Kingdom by using sample surveys of the employees and supervisors in different industries. The study helped management and other organizations in the United Kingdom to realize that an industry or any organization with a poor form of communication is an industry with a darker future (Wasserman, T. (2012).

The topics of interests in this case include, but not limited to:

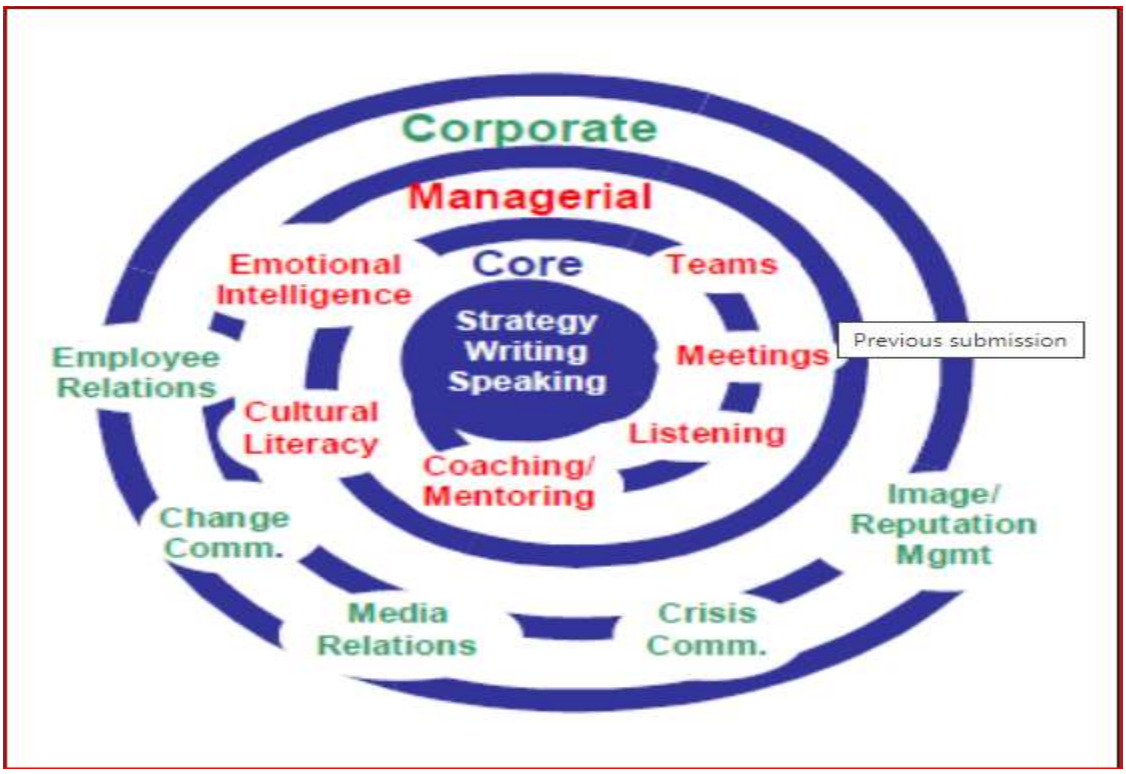
- Causes of poor communication in construction industry
- Effects of poor communication in construction industry
- How these effects can be dealt with?
- The people responsible in dealing with poor communication
- How to identify poor communication in an industry
- Communication barriers in construction industry

PERFORMANCE OBJECTIVES

This research is a careful and detailed study of poor communication in the construction industry in the United Kingdom, the essential component of success in this research is unlocking the new possibilities and exploring the unknown. (NHS Mood zone (2019). Over many years the construction industry has started emphasizing the need for research. This research will expand people's knowledge base as they will gain a deeper understanding of the importance of having a good form of communication in the construction industry and several organizations. The research also builds on personal experience that is in communication skills on the subject being studied. For a construction industry to improve its communication it needs to establish a communication chain of command (Ford, J.D. and Ford, L. (2009).

Determining a chain of command for communication in the construction industry is very important such that communication within a construction industry follows a continuous chain so as to ensure that messages are delivered to the intended person the way it is without bias and on time (NHS Moodzone (2022).

Leadership communication framework (Kislik, L. (2012)



A clear line of communication should be established which includes identification of points of contact with contact information for key team members in the construction industry is essential in ensuring the message delivered is getting to the intended people on the correct time. Choosing the right form of communicating a message in the construction industry will also ensure correct delivery of the message within the construction industry (Kislik, L. (2012).

Establishment of a method of communication for a specific task in construction industry is also vital and it should be established and agreed by all the stakeholders in the industry such that all the people involved knows where to get information for a specific task for example information about projects can be done specifically on emails so as to ensure everyone gets it timely and to avoid confusions.

RESEARCH METHODOLOGY AND RESEARCH METHODS

Research Methodology

A qualitative design was utilized to achieve the objectives and aims of this research study, a research design is the research methods and the techniques framework of

research that is chosen by a researcher in sharpening the methods of research available and suitable for a subject matter (Fisher, C. (1997). The research design elements chosen in this research study are impactful and has minimum bias so as to create a trust in the accuracy of the data collected during the research, the following are essential elements of a research design:

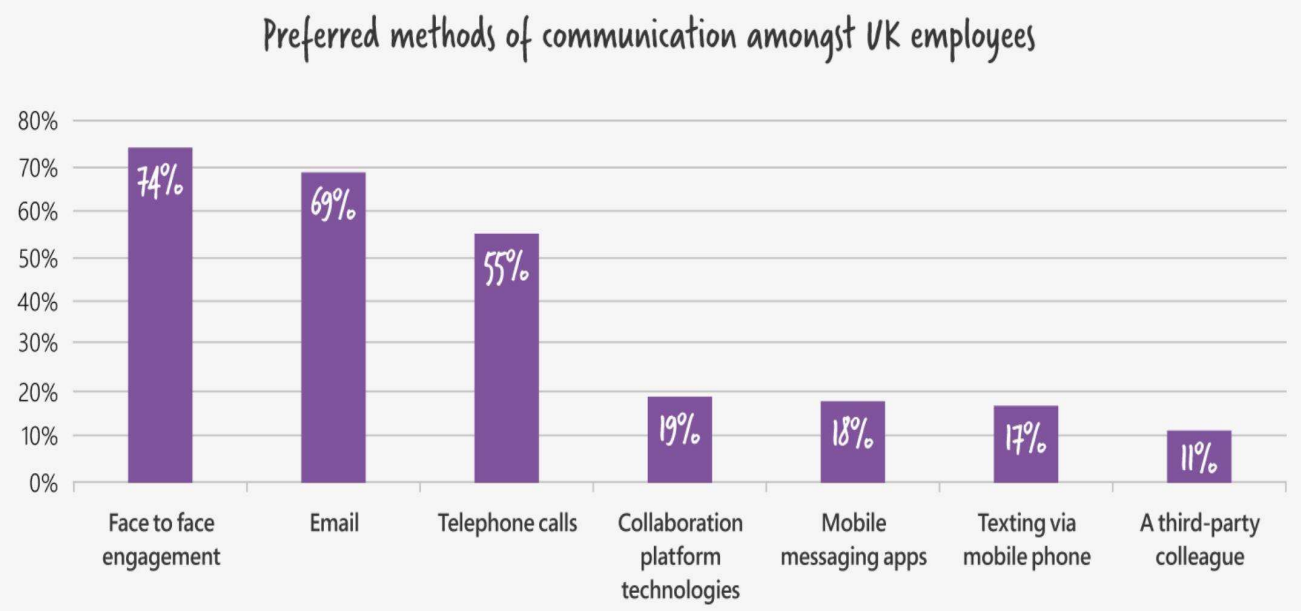
- The purpose statement should be accurate so as to create confidence in the construction industry using this case to counter poor communication.
- Implementation of correct techniques for analyzation of collected details during research.
- Application of correct method for analysing collected details.
- Correct type of research methodology.
- Objections to the research should be probable.

The success of study is set by a proper design since it will provide accurate insights which are not prone to bias the four key characteristics of a research design are:

Neutrality-when making assumptions about the collected data during study set up the projected results should be neutral and free from bias.
Reliability-the research conducted regularly should provide similar results every time by different people so as to render the information provided as correct and free from bias.
Validity-the questionnaire developed from research carried in different construction industries should be valid.
Generalization-the outcome of the research carried out should be general such that it can be applied anywhere and in a non-restricted population.

The target population of this study comprised workers and supervisors in different construction industries in the United Kingdom (McAlpine, S. (2014). It appeared that all the workers and supervisors have been associated with presence of barriers of communication in all the construction industries visited, especially the supervisors who they complained most that their workers always misunderstand their instructions and end up doing what is not required due to communication barriers existing in their industries, this made it necessary to develop a sample space that comprised of project managers, supervisors and workers in every construction industry. The following bar graph shows the preferred communication

media of people in different construction industries in the United Kingdom (Thompson, N. (1996).



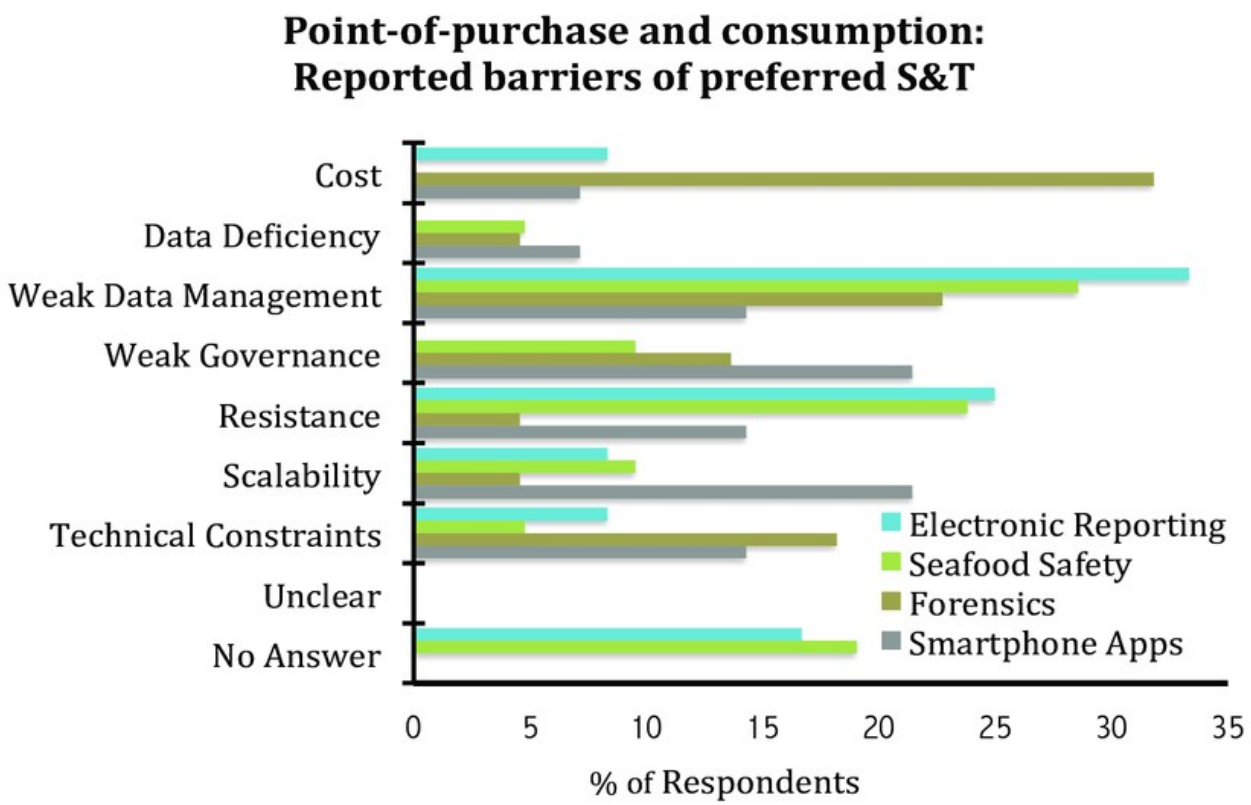
Most of the people preferred face to face engagement, they argued that it is more accurate and they can easily get what their fellow workmates and supervisors are telling them to do 74% of the total people interviewed preferred face to face engagement a third party colleague being the least preferred method as it may be faced with several barriers of communication (Mind Tools Content Team (2018).

Barriers of communication have impacted the functioning of the construction industry at large; it has slowed technological advancement and most significantly productivity of the workers in the industry.

The following table shows the extent in which some barriers of communication have damaged management in different construction industry in United Kingdom

Barriers/Challenges	Frequency Wise Barriers (n = 96)									
	Positive (+ve)				Negative (−ve)				Neutral	
	Extremely Agree	*Moderately Agree*	*Slightly Agree*	% of Positive	*Slightly Disagree*	*Moderately Disagree*	*Strongly Disagree*	% of Negative	*Not sure*	% of Neutral
Lack of communication	66	25	2	97	0	1	0	1	2	2
Lack of proper documentation	60	21	11	96	0	0	0	0	4	4
Lack of compatibility	56	24	10	94	0	0	0	0	6	6
Architecture mismatch	60	22	6	92	3	2	0	5	3	3
Lack of integration planning and lack of management	39	34	21	98	0	1	0	1	1	1
Heterogeneous development environment and platforms	48	28	13	93	2	1	1	4	3	3
Improper/no unit testing	36	29	23	92	2	2	0	4	4	4
Wrong OTS product selection and customization	55	22	9	90	3	1	0	4	6	6
Lack of resources, knowledge, and skills	28	33	26	91	0	2	0	2	7	7
Lack of proper component interfaces	19	40	32	95	1	2	0	3	2	2
Unclear responsibilities	13	24	46	86	2	0	1	3	10	10
Configuration and versioning complexity	10	19	44	76	2	3	0	5	18	19
Lack of common understanding of requirements	33	39	19	95	2	1	0	3	2	2
Timely availability of components	12	25	46	86	1	0	2	3	10	10
Big bang integration	12	16	37	68	4	2	0	6	25	26
Lack of common development process	16	19	43	81	4	1	1	6	12	13

A bar graph showing the primary implementation obstacles for each of the most popular point-of-purchase S&Ts, as described by survey respondents in the construction industry is shown below.



Both interactive and participatory methods were used to collect data so as to enhance the richness of the study data. Open-ended questionnaires were used whereby the participants answered them and were recorded as the way they presented their views without bias (Mind Tools Content Team (2021).

Research Design/Activities involved in the Research

Research design serves as the structural underpinning for many research methodologies and approaches that are used by researchers. It enables them to pursue their exploration of the unknown systemically.

There are numerous sorts of research designs, including quantitative and qualitative research designs. In a quantitative research design, the researcher examines a variety of variables to analyze findings, including numerical data and statistics. Due to its explanatory nature and primary focus on the reasons behind a particular theory's existence, qualitative research analysis is quite different from qualitative forms of research design (Morrissy-Swan, T. (2018)

Both research design approaches are employed in this study to examine the primary goals of the investigation. The activities associated with this study include the following:

- Determining the primary reasons for inadequate communication in various construction industry and organizations
- Identifying the key impacts of poor communication on employees' performance at work and solutions to address the issue of bad communication in industries
- Data collection
- locating various teams in the construction industries and organizations and conducting interviews with them to learn more about their communication practices in the workplace
- Analysing the findings of the research team to determine the primary causes of poor communication and the frequent issues that poor communication-affected businesses face
- analysing the solutions found to rank them according to their efficacy.

The research was carried out in 50 construction industries in United Kingdom and different parties and group of people who are involved in the construction industry were asked question by directly interacting with them, people who were interviewed were:

- Group Managers
- General Managers
- Project Managers
- Supervisors
- Employees and
- Customers

The following were the questions involved in the study:

1. Have you experienced any form of ineffective communication in terms of not getting information well, failing to get information at all or getting it in an impolite manner?
2. What do you think are the causes of poor communication in your place of work in the way messages reach you?
3. How does the impact of poor communication affect the working of the industry and the technological advancement in the industry?
4. Whom do you think is responsible for poor communication in your industry?
5. What do you think are the strategies for ensuring there is effective communication in the company?
6. What are the barriers of communication in your industry?

The responses from the above questions are discussed in detail in the next part of the proposal, the responses were recorded without any bias.

Over 50% of the employees I met with agreed that they have experienced poor communication in their work place and according to them 70% of the causes of poor communication is as a result of poor leadership and they argued that poor communication impacts 90% of their work and therefore they might fail to be productive due to poor communication.

Most of the employee complaint that their leaders are responsible for poor communication in construction industry since the way they deliver information was not good and effective.

Demographic information about the respondents from the study is displayed in Table Below It has been established that the majority of the respondents who participated in this survey are in senior management positions. In terms of the respondents' roles, directors make up 4 (13.3%), project managers 1, architects 10, project engineers 3, clerks of work 2, general workers 10, and others 4 (13.3%). Table 2 also reveals that the majority of respondents held high levels of education, with 15 (or 50%) of respondents holding degrees.

All respondents are senior employees in their organizations based on the amount of years of experience they have. The demographic information for respondents is also shown in Table 1 from the viewpoint of the organizations.

30% of the kind of organization was allotted to consultants and contractors, although client and others received 26,7% and 13.3%, respectively.

Category	Items	Percentage of responses
Role of respondent in the organization	Company Director	13.3
	Project manager	3.3
	Architect	33.3
	Project engineer	10.0
	Clerk of work	6.7
	General worker	33.3
	Others	13.3
Respondents qualification	Diploma	13.3
	Degree	50.0
	Master	23.3
	PhD	6.7
	Others	6.7
Respondents' working Experience in construction (years)	0-10	50.0
	11-20	26.7
	21-30	16.7
	More than 31	6.7
Type of organization	Consultant	30.0
	Contractor	30.0
	Client	26.7
	Others	13.3
Category of organization	Government	20.0
	Private	76.7
	Others	3.3

CAUSES OF INEFFECTIVE COMMUNICATION

Poor Leadership-Employees look to the project manager and the supervisor for direction in the workplace in the construction industry. Good communication that starts from the project manager to the employees through the supervisor motivates the employees to be more innovative and productive in the workplace (New England College (2021). These good leaders will clearly communicate goals and objectives to their employees. However poor and ineffectual leaders are often unable to inspire their team and are indecisive. Poor communication caused by poor leadership may be as a result of the project managers and supervisors being

unable to clarify points and answer some questions and hence the employees are left even more frustrated and confused than when they started.

Unclear Objectives- Objectives and goals are powerful in the construction industry as they emphasize attention on achievement of desirable outcomes such as technological advancement. Profitability in the construction industry requires attentive employees who know the expectations of the industry, if the organization fails to provide clear objectives and direction it will lead to miscommunication [39].

Limited Response-"Information on one's performance or comprehension delivered by an agent" is how feedback is defined. Effective feedback, both positive and negative, is incredibly helpful since it provides important information for upcoming important decisions. The best-performing businesses are the best-performing because they continuously use feedback to better themselves. Poor communication can drastically limit employee input, which can also hurt their performance (New England College) (2021). When management provides little feedback, employees could not completely comprehend their current activities and continue to perform below the manager's expectations.

Discouraged Workers- Demoralized employees are those who have lost interest in their jobs or the business. Despite their skills and abilities, discouraged workers frequently also feel underappreciated, disregarded, and even abused [43]. This typically results in the employee losing their cool, being useless, and disobeying communication channels rather than helping the business grow. Reassessing corporate culture and considering what it takes to establish a workplace where people are personally committed enough to work with a positive attitude may be necessary to boost employee morale (Ahmed, A. (2018).

Diversity of Cultures at Work-Workplaces are diversifying steadily. It has been shown that diverse workplaces encourage more creativity and innovation by introducing fresh perspectives. Any challenge with increasing workplace diversity is the potential for poor communication. Through a range of nonverbal indicators, people from diverse backgrounds communicate messages in different ways. Additionally, messages will be read in a variety of ways. For instance, in Japan, a circle drawn with your thumb and index finger denotes "money," whereas in the United States it means "OK." To prevent this kind of bad communication,

businesses can provide their workers with diversity training. (Department of Work and Pensions (2018).

Ego- Beliefs about other team members, including their gender, ethnicity, educational background, religion, unresolved childhood difficulties, etc. The bottom truth is that among executives who lack effective communication, ego problems are one of the main concerns I observe. They either lack the ability to communicate clearly or prefer not to. If someone is struggling with ego, they may find it difficult to overcome these obstacles unless they acknowledge their problems, seek professional counseling, or spend a lot of time among teens (who are great at hurting your feelings and annoying the living daylights out of you).

Ignorance. They may not be to blame. It's possible that they were born with it. You as the boss must decide whether they can be kept or if a sizeable severance pay out is necessary.

EFFECTS OF POOR LEADERSHIP IN CONSTRUCTION INDUSTRY

Most wounds can be healed via communication, but when you are among people who have ulterior motives, they are more like viruses and are tough to treat. By avoiding the following five factors that encourage leaders to communicate poorly, you may set an example through a communication directive that unites people to foster trust, transparency, and positive outcomes [50].

1. Feel Vulnerable

In times of vulnerability, leaders tend to play it safe and utter the bare minimum rather than fully participating in a dialogue they can't control. A leader's nonverbal communication takes over in delicate situations, and their body language starts to speak for them.

Most leaders won't acknowledge being weak, but their poor communication skills make it clear that they are. I once heard a leader remark, "I would rather not disclose my fragility and keep silent at a meeting than say something that will expose my lack of knowledge, comprehension, and self-confidence."

This recently occurred with a customer when one of the executives showed a lack of interest and seemed unwilling to participate in a crucial choice. They chose to follow rather than take the initiative, which led to the team making poor decisions. He had the chance to show his weakness, but he chose to play it safe, which had a bad effect on his team (Murray, R. (2017).

2. Intimidate Others

Leaders are aware of their capacity to terrify others. As a result, they are very conscious of their audience and take care not to impose themselves onto them. When speaking to a younger audience, people often communicate well enough to be understood but not necessarily effectively enough to have the kind of impact necessary to solve the problems at hand.

Others find it challenging to trust leaders and follow their direction when they communicate inconsistently (NHS (2017). A leader's communication style may be determined by the audience, but they should never decide whether or not to communicate.

3. Lack Subject Matter Expertise

Lack of confidence in a leader makes them a bad communicator. They could have a propensity to become noisy and annoying to overcompensate. To look important, they make a lot of noise and speak more than is necessary in an effort to mask their lack of confidence in themselves and their knowledge of the issue.

Despite the fact that many leaders believe they are subject matter experts, few of them actually are. They may have some knowledge of everything, but not much. Perhaps this explains why 78 percent of executives struggle to comprehend the implications of and clearly communicate the criteria to succeed in the evolving economy. Despite the fact that many leaders believe they are subject matter experts, few of them actually are (Radar (2016) '. They may have some knowledge of everything, but not much. Perhaps this explains why 78 percent of executives struggle to comprehend the implications of and clearly communicate the criteria to succeed in the evolving economy.

A knowledge-based economy is giving way to a wisdom-based one. What you do with what you know is now more important than what you know. Leaders who lack subject matter knowledge are unable to acquire the wisdom necessary for effective communication.

4. No Preparedness

I recently attended a meeting with an executive who had not studied the necessary papers in order to prepare for the meeting the best way possible. This executive first refused to acknowledge his lack of preparation when his employer questioned whether everyone in the meeting had read the briefing. But it became evident during the meeting that the executive was the weakest person in the group since he had not prepared. It became clear during the conversation when this individual didn't speak up to offer unbiased ideas and helpful suggestions. He was the "elephant in the room" who refused to communicate, making the conference uncomfortable for everyone else.

Lack of preparedness on the part of leaders results in poor communication practices, which spreads and has a negative effect on others since they are unable to lead by example. You can never cease being accountable to yourself as a leader, but more importantly, to others. You are ultimately held responsible for being ready for the unexpected as a leader. Don't let being unprepared force you to stop in your tracks when something unexpected happens.

5. Void of Executive Presence

Leaders are frequently thought of as being all-knowing. They don't, in actuality. However, they should be able to strategically gather people who have knowledge in order to arrive at the solution. Good leaders are able to interact with people and foresee unplanned consequences because they are conscious of their surroundings. As a result, they are always able to converse Kremlin (2021) ‘.

Lack of executive presence and the aforementioned four qualities makes leaders appear less authoritative, starts to reduce the amount that their subordinates demand of them, and promotes impulsive conduct and bad communication. On the other side, people who possess effective communication skills utilize their executive presence not to draw attention to themselves but rather to spark interest in them and the company they represent.

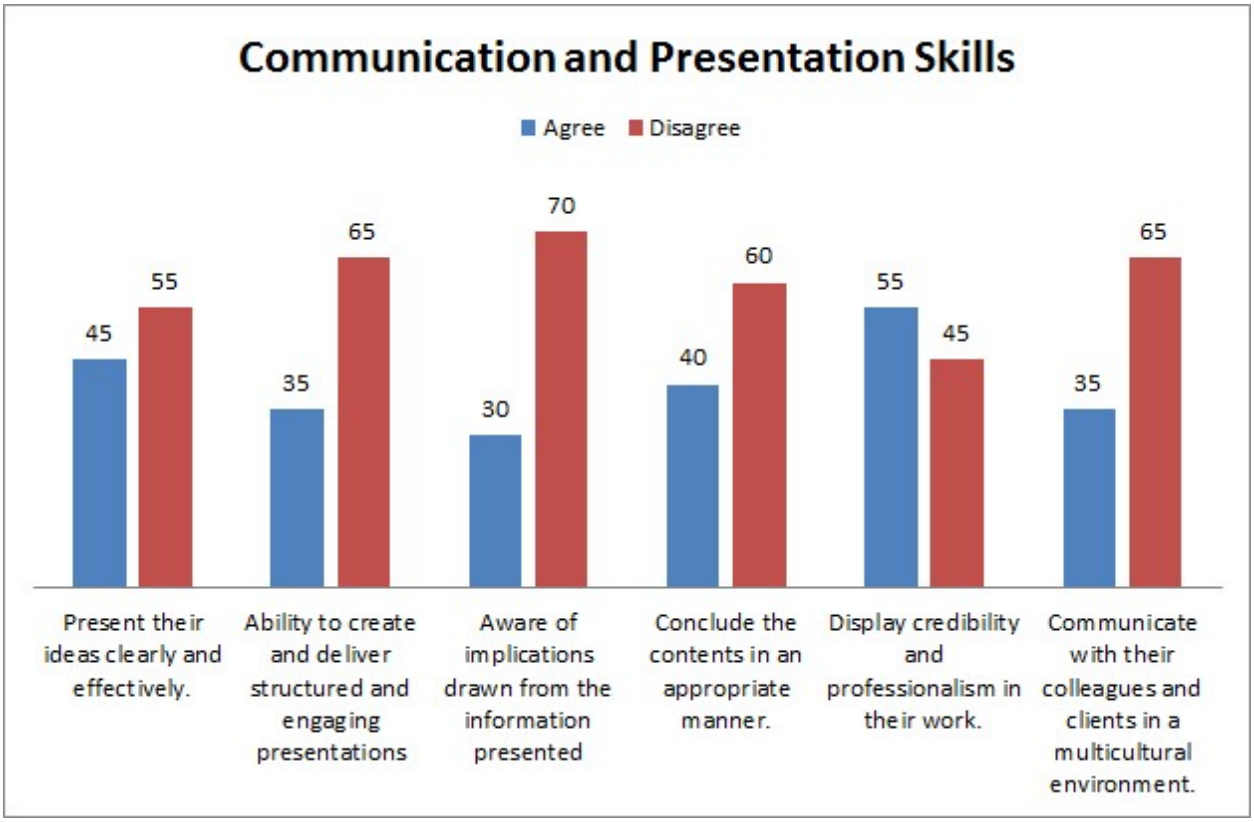
The most effective communicators make the best leaders. Unlike my prior boss, they don't let their fragility interfere with their capacity to lead and make decisions. They are skilled communicators who aren't attempting to mislead you or persuade you to view things their way, so they don't need to use their position of power to frighten others. They make it a point to acquire subject matter knowledge, and via their thought leadership, they improve their communication skills. They take the time to ask questions because they are aware that they do not have all the answers, and they are always prepared and responsible. They maintain the executive

presence necessary to exercise the communication skills that far too many other leaders lack throughout the whole process.

WAYS TO FIX THE PROBLEM OF POOR COMMUNICATION IN INDUSTRIES

Several workers, project managers and supervisors were interviewed and given a questionnaire so as to answer some questions based on the mode of communication they prefer most in their work place and the research team recorded several presentation skills possessed by the sample chosen to respond to the question and the following bar graph was obtained from their response.

Communication and presentation skills (https://www.topcv.co.uk/ career-advice/ LinkedIn-profile-summary (Accessed 10 July 2019)



1. **Holding meetings regularly-**meetings for various employees should be held regularly so as to ensure that information in the construction industry is conveyed effectively and in case of any failure it should be rectified immediately

before causing any damage to the company. Meeting notes should also be made and circulated to all members of staff.

2. **Establishment of baseline communication standards-**a set of standards in which a construction company communicates both externally and internally is required, this involves conducting communication training to the members of a company on how to ensure they get and convey information well within the construction industry.
3. **Creation of a safe space for communication-**employees should have a comfortable space to voice their opinions, reporting issues, offering ideas and asking questions. A suggestion box can be used in this case so as to make employees comfortable and free to make any suggestion.
4. **Communication channels in the company should be consistent-**employees should be given information through few channels, using too many channels will overwhelm the, they should be aware of a go-to source of information when big announcement are made so as not to miss the announcement because of expecting them on another channel.
5. **Proactively seeking for Feedback-**Research from Gallup reveals that more than 50% of employees in America are not engaged at work, employees should be regularly surveyed so as to get feedback and by doing so many information will be conveyed from employees to their managers so as to improve the culture of work place. This key helps in integrating two-way communication efforts so as to ensure that there is regular collection of employee input.
6. **Leverage technology in a right way-**Some modes of communication such as email saves a lot of time and reduces the cost paper but it is not always an effective way of communicating just because sending an email doesn't mean every member in the construction industry will get the email. A specific time for sending emails should therefore be set so as to ensure everyone get the email.
7. **Having good Leaders-**Leadership influences communication in the industry so much, poor leadership may hinder communication in industry since the employees may not take the leader's instructions so serious, some leaders might even convey information in an impolite manner such that employee feel harassed and therefore they may fail to get instructions clearly.

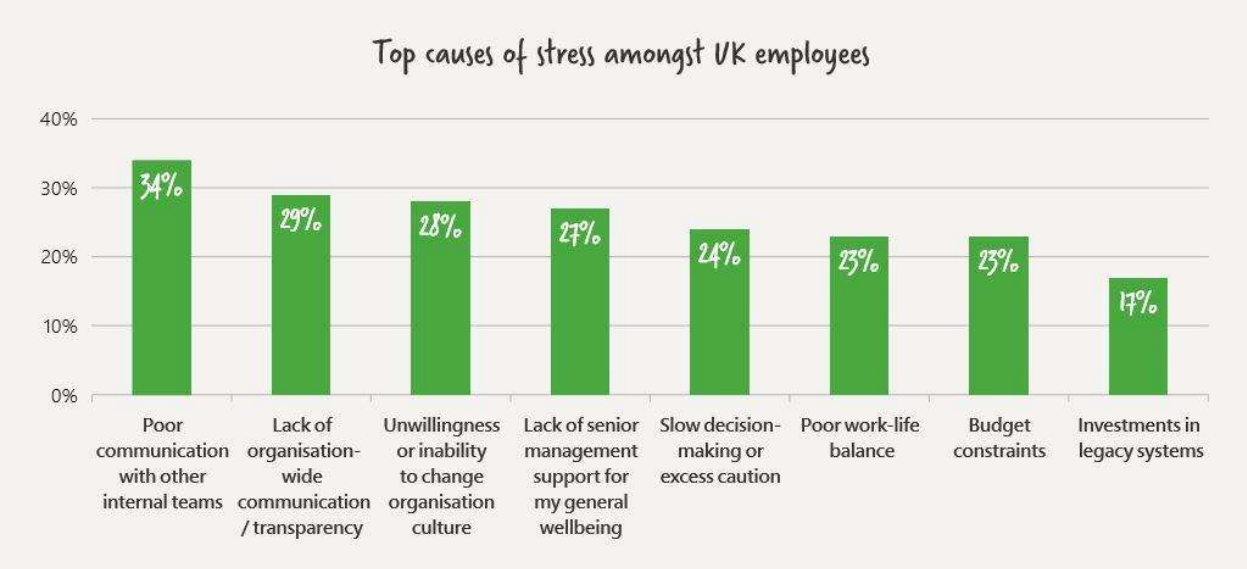
MAJOR EFFECTS OF POOR COMMUNICATION ON EMPLOYEE'S PERFORMANCE IN THE WORKPLACE

1. Pressures of time

Time is of the essence for everyone, especially at work. We are constantly under pressure to fulfill arbitrary deadlines and are frequently under enormous pressure to create large amounts of work rapidly rather than high-quality work. It seems that we have less time to speak clearly as a result. We frequently find it difficult to think clearly while our emotions are strong because we enter a fight-or-flight state, fortify our defenses, and become more reactive. Because of this, when we communicate, we frequently lack clear reasoning and are instead passionate. We can also just spout words, which is a much more harmful method of communication.

Poor communication also results in stress in the construction industry. This may be as a result of project managers reprimanding the workers and therefore making them stressed as they are likely to be sent away from the workplace due to poor communication manager (Reycraft, S. (2018). The following bar graph shows top causes of stress; ineffective communication was recorded as the top most cause of stress amongst United Kingdom workers.

Top causes of stress amongst UK employees (Pierce, D. (2018)



2. Varying methods of communicating

Communication is no exception; the needs of various people vary. For instance, although baby boomers prefer alternate methods of communicating with their bosses or coworkers, millennials frequently favor instant messaging. Finding the proper balance for your team requires exploring and understanding the various communication channels that are available to us at work. Others will want a more thorough explanation, while some people prefer brief remarks (Sawka, D. (2019). Email can be problematic because there is no context or body language, and they occasionally come off as abrupt. Without requiring more touch, this method of communication may have a negative impact on one person while having a positive impact on another

This kind of communication is crucial for managers and other leaders to get right since, otherwise, you will immediately notice low morale on your team. Technology advancements have also led to an increase in flexible, remote work, which makes it even more difficult to collaborate effectively. Without it, you can have issues with the following:

3. Decreased morale

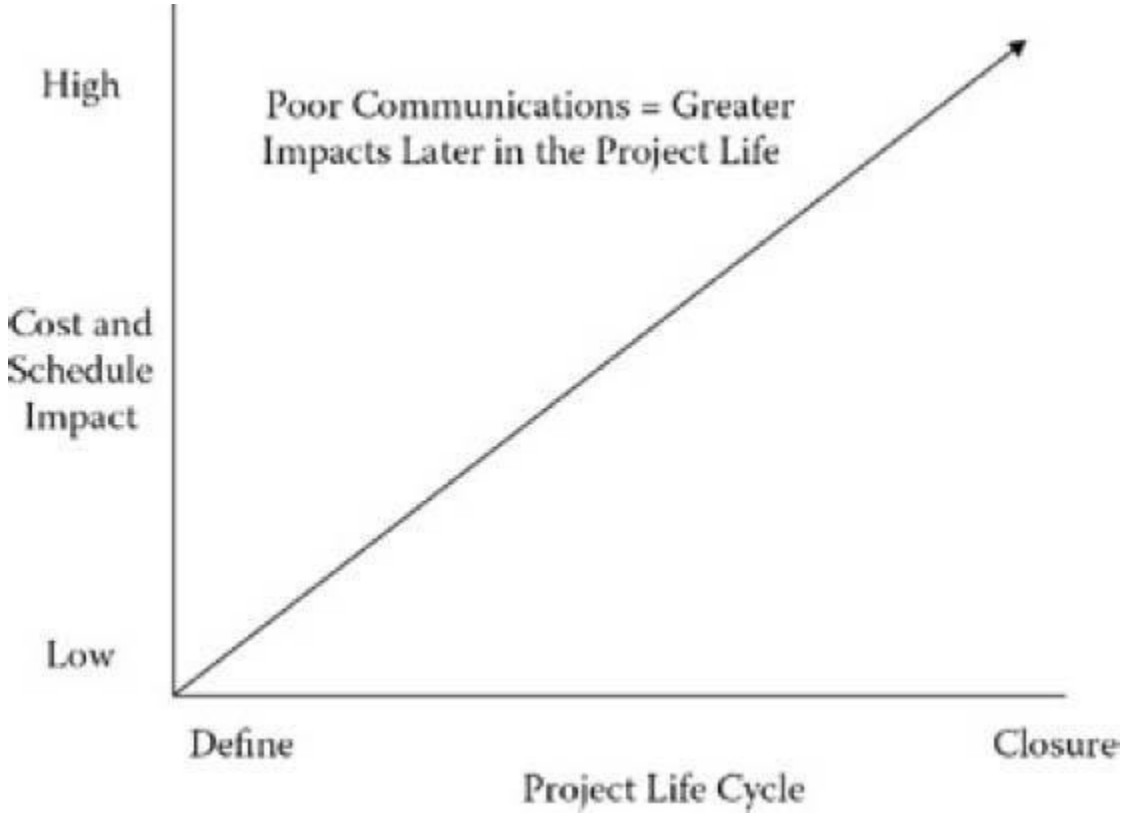
Increased misunderstanding, reduced accountability, and diminished empowerment are all possibilities. It is possible to miss deadlines, and when this happens, someone is usually held accountable. As we all know, this frequently results in a toxic work environment, low motivation, and disengagement. This has an impact on both your employees and consumers, so you're truly stepping into very dangerous terrain.

4. Reduced productivity

A staggering 20% of the time spent by your employee is spent hunting for information or trying to find someone who can assist them.

Making sure you have the appropriate communication tools in place is crucial when taking this into consideration so that your staff can quickly and easily discover the information they require. Poor communication can destroy project live circles as displayed by the following graph.

Poor communication can destroy project live circles (Alessandra, T. (1993).



5. Not enough innovation

Innovation happens when groups of people are together, have access to the proper means for communication, and work together to solve a problem. Innovation does require desire and vision, but it also requires teamwork. In light of the fact that your team might not always be in the same location, how can you encourage collaboration and give everyone the confidence to contribute?

6. Recruitment

Nowadays, social media networks let us complain about our present or former working environments in very public ways, whether it be through status updates or sites like Glassdoor. Lack of communication is another issue that frequently comes up in complaints from workers on these forums. As a result, this can hinder your future capacity to find talented employees for your company.

7. Turnover

In keeping with the aforementioned premise, if your employees perceive a lack of communication and your communication methods are bad, it's likely that they will

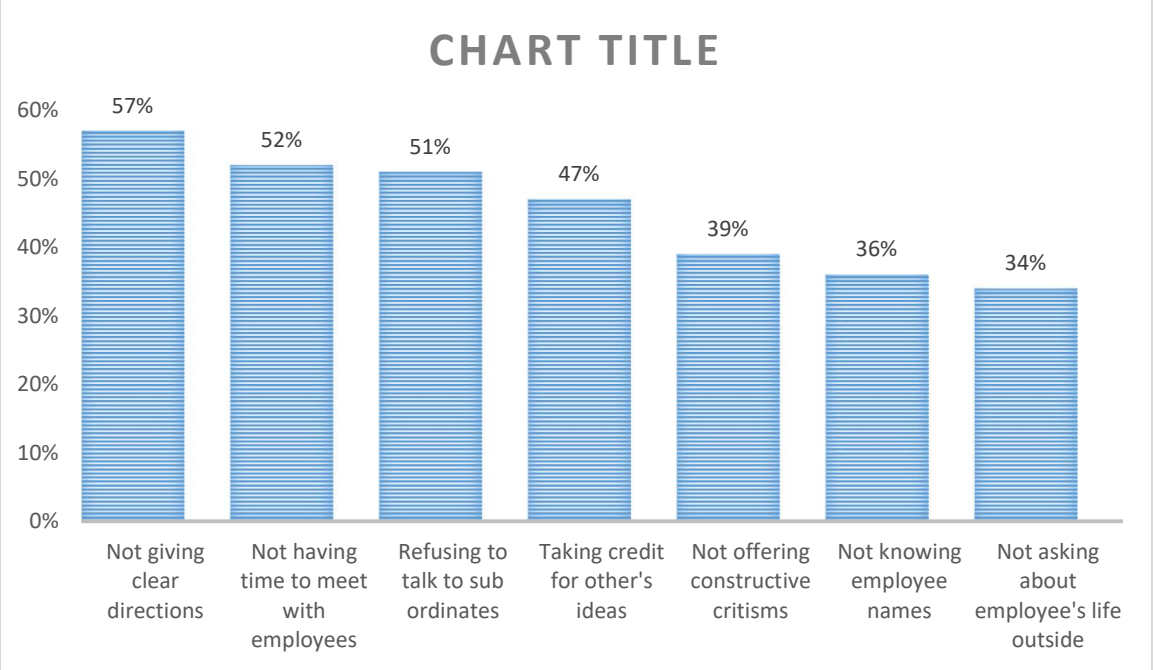
start looking for new employment. With reference to recruiting, hiring, and training, recruiting is a significant expense for any firm.

8. Abysmal leadership

Managers that struggle with communication find it challenging to lead effectively. Bosses are looked to by their staff for guidance, motivation, and counsel. Job requirements are hazy without this. Additionally, it is challenging for staff employees to collaborate closely, effectively, and as a team when communication is limited or bad. (Alessandra, T., Garner, H., & Hunsaker, P. L. (2019).

Several project managers complained that poor communication is affecting their leadership and hence making them not meet the requirements of a good leader. Poor communication has made most of them to fail in recognizing the achievements of employees, giving employees unclear direction and not having time to meet with employees. The following bar graph shows different activities that poor communication in construction industry have undermined hence leading to poor leadership

Activities affected by poor communication in construction industry (Brownell, J. (1990).



9. Culture

Employees may find ineffective communication annoying, which can foster mistrust and confusion. Insufficient communication between employees and management, as well as a lack of a sense that their thoughts are being heard, may affect employees' dedication to the organization and loyalty to it. This may result in a greater turnover rate. Lack of trust prevents the development of a unified, open culture.

CULTURAL ISSUES IN CONSTRUCTION INDUSTRY RELIGION

Religious convictions play a significant role in the formation of many people's identities, and they can have an effect on how they behave at work in terms of perceptions and intents. Contrasting ethical standards and beliefs may lead to conflict amongst coworkers or even religious discrimination.

Your business needs regulations and religious accommodations to ensure that everyone is respectful of one another's religious beliefs and upholds a high standard of conduct for customers and clients.

1) Ethnicity

A social group known as a "ethnicity" is one that connects to one another based on traits including heritage, language, identity, and origin. Frequently used examples of ethnicity are Hispanic, Irish, Cambodian, or Jewish. Everybody has unique social graces, communication methods, and behavioral tendencies. Depending on their ethnicity, people's behavior may be typical or usual for them yet rude, odd, or inappropriate to their coworkers. It's important to take the appropriate approach and make sure that everyone's boundaries are honored.

2) Sexual Orientation and Gender Identity

Workplace issues relating to sexual orientation are pretty common. The regular targeting of LGBTQ people by harassment, hostility, offensive jokes, and inappropriate questions typically results in employee disengagement. In actuality, a lot of workers hide their names for fear of discrimination.

In numerous US states, there are laws preventing sexual orientation-based workplace discrimination.

3) Education

The level of schooling a person has influences how well they fit in various job situations in terms of communication, which is another component of a person's past. Diverse educational backgrounds contribute to a range of approaches to problems and circumstances at work. Employees who are working on the same duties but applying various methods depending on their individual education may end up at odds.

4) Generation

Depending on their generation, employees may have different viewpoints, philosophies, and ideas about professionalism. For example, older generations are sometimes more committed to their companies since they have long-term career goals.

On the other hand, because they frequently place a larger premium on work-life balance and continuously hunt for growth opportunities, Millennials are more likely to move on to another company or higher jobs.

5) Cultural Behavior

Chloe is starting a new job as a newspaper editor after just relocating to New York from Singapore. She notices that her coworkers aren't contacting her as frequently after a few weeks, and she starts to feel isolated. She decides to talk things over with her employer to obtain his perspective.

She avoids looking her coworkers in the eye, giving them the impression that she doesn't like them or isn't cordial with them. Because of it, it is uncomfortable for everyone else to converse with Chloe. She avoids direct eye contact because it is considered impolite and forceful in Singaporean culture (especially Muslim or Hindu). When staff members are informed about her culture, they may better relate to her actions and accept one another's differences.

6) Educational Clash

Omar recently began a new job at a nearby firm after receiving his marketing degree. Along with two other employees who have worked for the company for a while, he begins working on a new project.

As soon as he brings it up with his coworkers, they respond, "That's simply not how we do things here," and he rapidly realizes that his observations and suggestions are not being taken into consideration. He is aware that marketing tactics are continuously changing, and he has the ability to contribute innovative and new ideas, yet he is consistently ignored.

Omar will soon get demotivated and may begin seeking for other employment possibilities where he believes he can make a greater contribution.

7) A lower return to shareholders

According to Towers Watson study, businesses with highly effective communication procedures have total shareholder returns that are 47% higher than those of businesses with the least effective communication strategies. The market premium has increased in tandem with these improved shareholder returns.

8) Increased likelihood of injuries

Poor health and safety communication not only increases the likelihood of accidents and fatalities, however, it also conveys to staff members the message that the company doesn't care about their welfare...

Blue line Rental, the fourth-largest provider of construction equipment rentals in North America, became aware of this firsthand after opting to give culture and communication throughout the organization top priority. By utilizing Zinc, Blue Line was able to reduce their safety score of TRI decreased from nearly 3 to 0.74, which places it among the safest companies in the industry (it must be 1 or lower).

9) Rise in absenteeism

Employee engagement and satisfaction levels fairly clearly reflect the effects of inadequate workplace communication. Research demonstrates that many

employees will decide just to skip work if they aren't up and quitting the organization (Brownell, J. (1990). In one organization, it was discovered that the variance in communication styles was responsible for 18% of the variation in sickness and absence rates. According to another study, absenteeism rates are lower than usual when employees feel fully informed.

10) Poor workplace communication can undermine employee trust.

What emotions do you suppose the above-mentioned salespeople experienced? Their leaders had utterly failed to communicate with them by failing to provide them with the knowledge they required to succeed.

EFFECTS OF POOR COMMUNICATION ON CONSTRUCTION BUSINESS

1. **Increased employee turnover**

Employee retention affects the company's ability to serve its clients and is costly, making it an essential indication. Research suggests that replacing an employee can cost up to three times as much. Conversely, businesses with effective communication are 50% more likely to report turnover rates that are lower than the sector average. Employees are demotivated by bad communication from their superiors, and they become less productive owing to a loss of drive, according to a case study by the Kenya Seed Company on poor communication.

2. **Poor customer service**

Customer service suffers from two repercussions of poor workplace communication. First, employees lack the skills essential to produce high-quality work, which might be especially dangerous for occupations that require constant customer contact, like field service technician positions.

Second, customers are unhappy because they can sense when staff members aren't motivated. Customer satisfaction increased by 1.3 percent, and business income increased by 0.5 percent, according to Sears, after employee attitudes were raised by five points.

3. **Lower shareholder return**

Towers Watson study has repeatedly shown that companies with highly effective communication strategies have an overall shareholder return increase of 47% as opposed to companies with the least effective communication techniques. The market premium has increased in addition to these higher shareholder rewards.

4. **Lower employee productivity**

Because employees lack access to the people, information, and resources that enable them to accomplish their tasks and lack the enthusiasm and incentive to perform well or even surpass expectations, poor communication in the workplace results in reduced productivity.

5. **Greater incidence of injury**

Poor health and safety communication not only raises the possibility of accidents and fatalities, but it also gives workers the idea that the company doesn't care about their welfare.

The fourth-largest construction equipment rental company in North America, Blue line Rental, saw this firsthand after deciding to make communication and culture a top priority throughout the whole organization. Blue Line used Zinc to lower its TRI safety score, which must be 1 or below, from almost 3 to 0.74, making it one of the safest companies in the industry.

Similar to this, Pepper Construction used real-time safety broadcasts to raise project safety to 98 percent safe, which is an amazing accomplishment for staff members working in one of the riskiest industries.

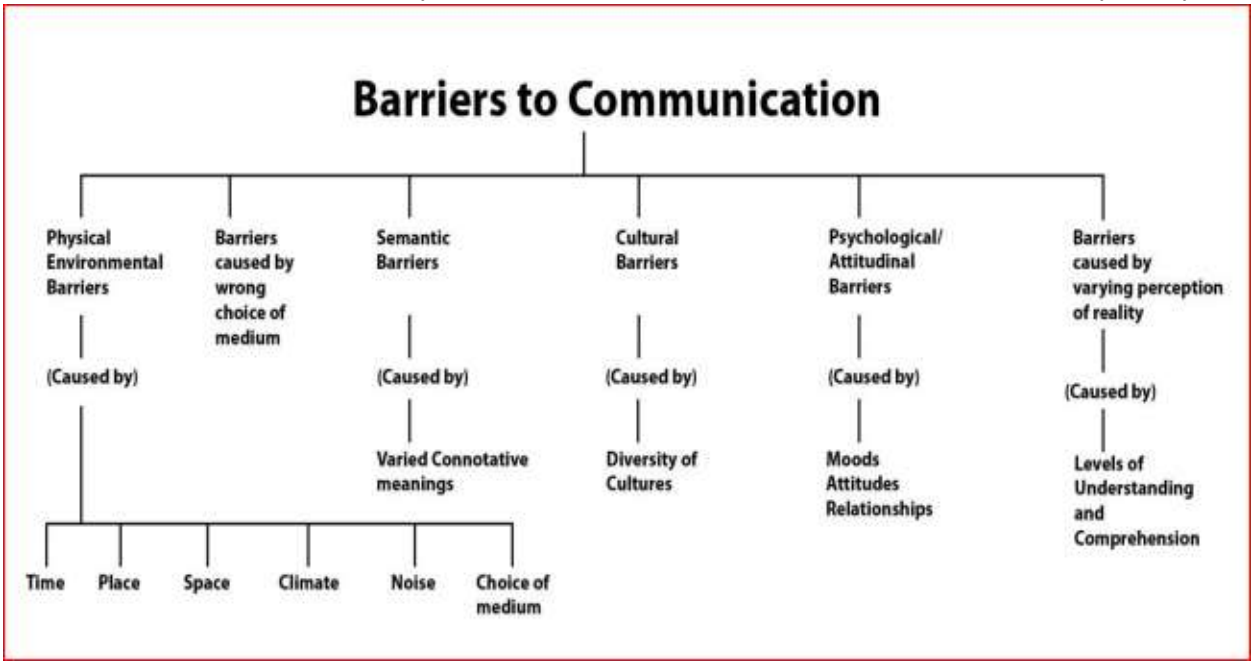
6. **Increased absenteeism**

Ineffective communication at work has a significant negative influence on employee engagement and satisfaction levels. According to a survey, many employees will choose to miss work entirely if they don't leave the company. One company claims that variations in communication methods were to blame for 18% of the variation in the rates of illness and absence. Another study discovered that when employees feel fully informed, absenteeism rates are lower than average.

BARRIERS TO EFFECTIVE COMMUNICATION IN AN INDUSTRY

Multiple impediments exist in the communication process. The intended message is frequently interrupted and misinterpreted, which results in confusion and poor communication. The following flow chart shows several categories of communication barriers in a construction industry.

Barriers of communication (Alessandra, T., Garner, H., & Hunsaker, P. L. (1993).

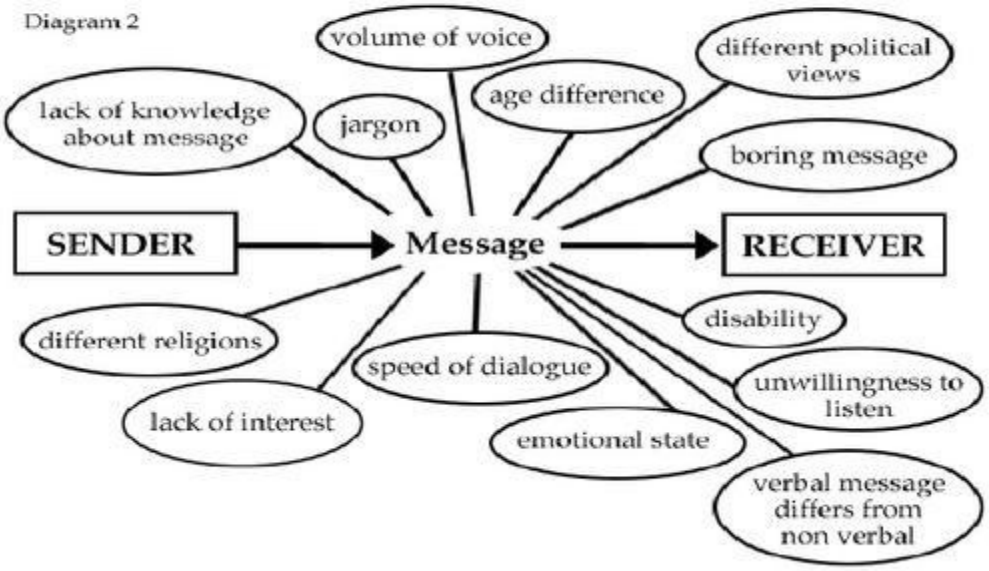


There are many different kinds of barriers to effective communication, including linguistic, psychological, emotional, physical, and cultural ones. Below, we'll go through each of these kinds in more depth (Alessandra, T., Garner, H., & Huesker, P. L. (1993).

Communication is hampered by a number of issues and challenges, which frequently manifest as barriers to communication. Communication barriers are impediments or difficulties that impact not only how an idea or information is sent, but also how it is understood and received. It can completely stop communication, filter out some of it, or give it the wrong sense.

Barriers of communication (Ashcraft, K., & Mumby, D. K. (2003).

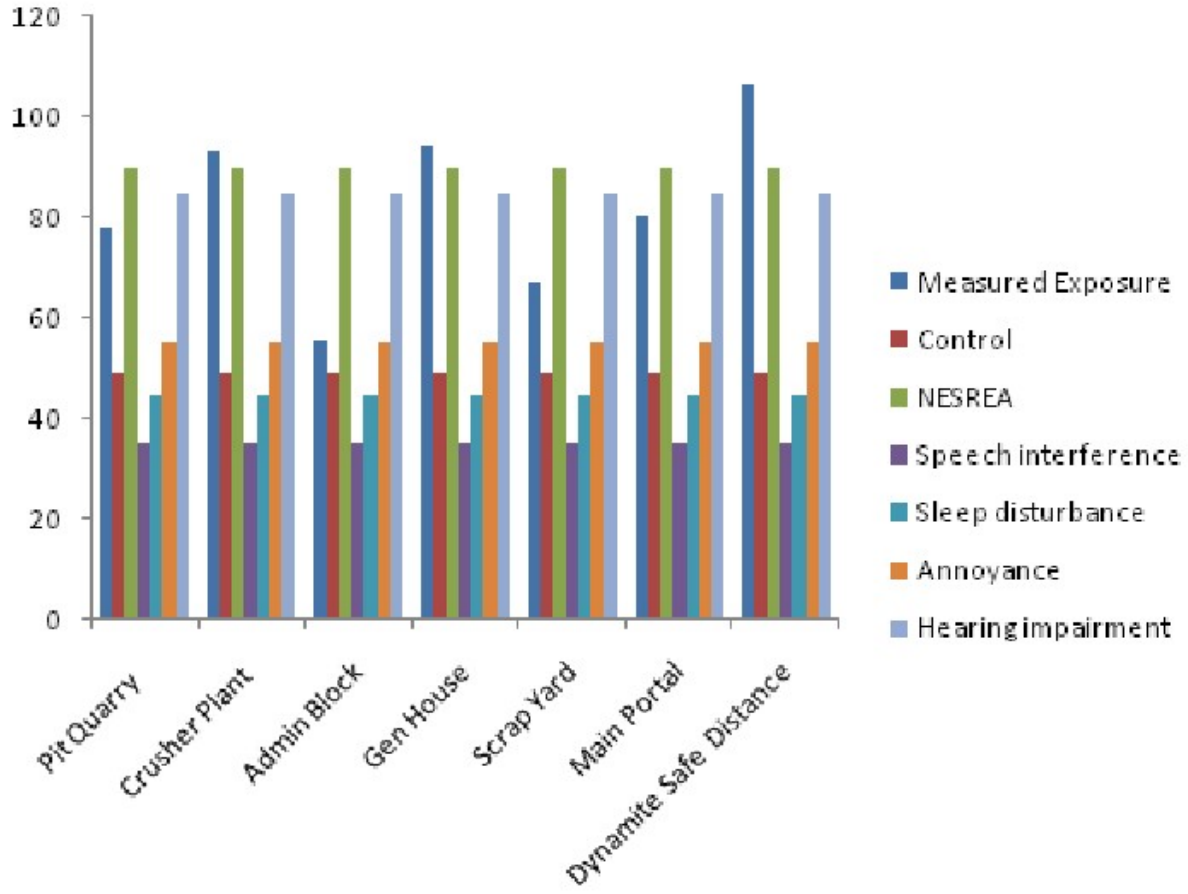
Barriers to communication



1. Noise-Communication is first and foremost hampered by noise. It implies "interference that affects a signal and interferes with your ability to hear sounds properly." Oral communication may be challenging in a construction industry, for instance, due to the constant noise generated by the equipment. Similar to how a telephone or television cable with static or a public address system with a technical issue would muddle the sound transmission and interfere with communication. Negative weather conditions or a problem with the state-of-the-art telecommunications networks could also nullify the problem.

Noise also includes a number of additional elements that might be present at both the sender's and the recipient's end. The message may be ambiguous or difficult to understand. The following bar graph contrasts actual noise levels in the construction sector with the allowable guidelines.

Actual noise levels in the construction sector with the allowable guidelines. Brownell, J. (1990). Perceptions of effective listeners)



Due to distraction or erroneous or unexpected interpretation, the recipient could misinterpret the message and cause decoding to fail.

The recipient of the message might not be able to take it in the right spirit due to his prejudices.

Because "noise" can mean so many different things, it is important to remember that communication is always susceptible to being ruined.

2. **Lack of planning-** It is not appropriate to talk casually. Unfortunately, a lot of people disregard it. The message that needs to be sent may not be well thought out as a result. Project managers have been known to give unprepared, drawn-out lectures when a brief presentation with tables or graphs would suffice.

A circumstance like that would result in poor and erroneous communication. Even though the ideal moment and setting are essential for effective communication, some people might not want to make those decisions.

3. Semantic problems- The systematic study of meaning is known as semantics. For this reason, Issues with the expression or transmission of meaning through communication are referred to as semantic problems (Brownell, J. (1990). Perceptions of effective listeners. The basis of all communication is language, whether it be written or verbal. The uses of words, which are few in number, are also endless. Both sender and receiver's minds contain the meaning. However, it isn't necessarily required for both sender and the receiver's meanings to be the same. Therefore, how a message is encoded by the sender determines a lot**.**

Semantic barriers (Wiegers, T. (1996),



The correspondent must take precautions to guarantee that the recipient gets his message well and understands its intention. Moderately frequently, it doesn't work out like that. Semantic issues result from that. Only if we strive for simplicity, clarity, and conciseness can we be certain that the recipient will understand what we mean.

4. Cultural barriers - Cultural differences frequently lead to communication problems. We now have to operate in a global setting, therefore we must be extra cautious in this regard. Words, phrases, symbols, gestures, and colors can all have different meanings for people from different countries or cultural backgrounds, even though they belong to the same category.

For instance, Americans fancy to be addressed by their initial names, whereas Britons and, to a considerable level, Indians fancy to be called by their final names. An "O" created with the forefinger and thumb stands for "OK" in North American states, although it is considered obscenity in southern states**.**

5. False assumption: We frequently behave without first seeking confirmation of our assumptions. We must strive to uphold our goodness and avoid forming rash judgments based on presumptions. For instance, we can damage our reputation if a customer writes to us asking to visit our factory or office without specifying that he would want to be picked up and we think he can get there on his own. Therefore, in these situations, attentiveness is required.

6.Socio-psychological Barriers- One's ability to communicate, both as a sender and a receiver, is greatly influenced by one's attitudes and opinions, place in society and status-consciousness that result from one's position in the organizational hierarchy, relationships with peers, seniors, and juniors, and one's family background. The various socio-psychological barriers to communication are depicted in the flow chart below.

Psychological barriers (Crampton, S. M. (1998).



It is well known that status consciousness poses a significant communication challenge in workplaces. It causes psychological distance, which further causes communication to break down or to be misunderstood. A man in a position of authority inside an organization frequently creates a wall around himself. This limits how the less powerful can participate in decision-making. Similar to how one's upbringing shapes their attitudes and communication techniques.

7. Emotions- Our emotions play a big role in how we live. The encoding and decoding of signals are both influenced by our emotions. We interpret signals

differently when we are emotionally aroused than when we are calm and composed. Anger is the worst feeling and a communication barrier.

8. Biased perception -Most of the aforementioned causes result in selective perception. In other words, based on their needs, experiences, motives, backgrounds, and other personal traits, receivers choose what they see and hear. When deciphering the communications, the majority of the recipients safeguard their own expectations and interests, which can result in a certain type of feedback that could create a communication issue.

9. Filtering- When a message is filtered, the sender modifies the content such that the recipient will perceive it favorably. For instance, a manager typically communicates what the supervisor wants to hear or how they feel about something. He is doing information filtering at this time. The individual in charge never gets accurate information as a result, the people at the lower levels do the same thing, distilling and synthesizing information to maximize their own gains. They withhold or disregard some crucial facts. There are more opportunities for filtering the more vertical layers an organization has. This is a communication issue that comes up all the time.

10. Information overload- Communication obstacles are typically increased by unchecked information flow. The senior executive can experience restraint or boredom and irritability. People are more prone to error when they are overloaded with information.

They could also put off reading or responding to communications or information for at least a short while. Additionally, arriving late could turn into a negative communication habit.

Selectivity in reaction can also happen, and it is not conducive to effective communication. However, the issue is one of communication.

11. Poor retention- People are also inclined to forget communications that have been delivered to them, which is a logical extension of the aforementioned issue. Thus, it becomes necessary to convey the same message more than once and through various media.

12. Poor listening- Serious communication issues may result from poor listening skills. There are far too many people who enjoy chatting, primarily about

themselves. They are so preoccupied with themselves that they lack the ability to listen patiently. This has the effect of making them uninterested in the speaker whose words are wasted (Iacocca, L., & Novak, W. (1984). Despite the fact that everyone recognizes the importance of listening, relatively few people actually practice patient, active, and empathic listening. That explains why there are so many communication problems. Inadequate hearing leads to incomplete understanding and poor memory. If this persists, one can simply not get the intended outcome.

13. Goal Conflict-Communication failures are frequently caused by conflicts between the objectives of different organizational units and subunits. Conflicts should be reduced through communication. However, the aim conflicts serve as barriers to dialogue.

Internalization of individual aims by various organizational units causes the division or bifurcation of organizational interests. Communication degrades when people begin to compete for the satisfaction of their specific interests.

14. Offensive style of communication- It goes without saying that an offensive communication style causes a breakdown in communication. It's a rather touchy subject. When a manager conveys information in a way that makes employees or subordinates defensive, communication suffers and relationships become strained. Therefore, the management must communicate in a persuasive manner at all costs.

15. Insufficient period for Adjustment-It is common knowledge that different people react differently to change. They take their time to respond to any news or change ideas. The employees whose tasks, shifts, etc. are changing should be given enough notice, even though the goal of communication is to bring about change. Then and only will the communication be successful.

16. Loss by transmission-When information is transmitted repeatedly from one to another, communication frequently degrades or becomes diluted. They are diluted while traveling. To ensure that the intended message reaches the recipient, extra care must be used.

HOW TO SURMOUNT COMMUNICATION OBSTACLES AT WORK?

The success of your firm over the long run depends greatly on your ability to communicate and distribute information as a good leader and a well-oiled business.

There are a few strategies you may use to get around the communication problems you've noticed. But keep in mind that no communication obstacle can ever be removed completely (Klotz, J. L. (2022).

Early structural and cultural barriers are listed in a table along with examples and solutions as follows:

cultural barriers (Kurland, N. B., & Pelled, L. H. (2000).

Structural-Cultural Barrier	Examples	Strategies to Overcome
Staff participation	Cultural: no history of regular, full participation in decision processes; someone else speaks for the staff; no formal training in PCMH care processes. Structural: rules about paying staff for non-practice work, difficulty finding time within structured work day to allow staff to participate regularly.	Facilitators and leaders emphasize that staff need to be involved in QI processes, facilitate staff engagement during meetings, give staff concrete and relevant tasks and discussions (eg, process mapping), generate positive energy for participation by inviting their ideas, serve meals, build PCMH activities into job descriptions, train leaders in better facilitation.
Communication	Cultural: history of gap in communication between clinicians and staff, between leaders and others, or between residents and others; lack of complete practice-wide communication about priorities, changes, or projects; leaders act as gatekeepers and controllers of information rather than open conduits; pattern of ignoring of e-mails. Structural: part-time nature of faculty and residents, insufficient communication tools or infrastructure (eg, distribution lists, Web pages, newsletters).	Regular, persistent, practice-wide communication, such as newsletters, Web pages, weekly e-mails that go to everyone; use multiple communication methods; hold regular all-staff meetings; use existing e-mails that people already know to read and pay attention to; leaders communicate big-picture priorities to everyone and reinforce key principles repeatedly; democratize information (not just one gatekeeper of information).

PCMH—Patient-centered Medical Home

QI—quality improvement

Since every person is different, has different viewpoints, and interacts with others in a different way, it is hard to find a solution for every communication issue.

Instead, you should strive to reduce obstacles as much as you can, show that you're trying, and figure out how to improve communication.

1. Recognize generation gaps and differences

Depending on the size of your firm, there may not only be linguistic and cultural hurdles among employees, but you also probably have a mix of generations working there.
Generation Z, Millennials, Generation X, and Baby Boomers are starting to collaborate more. To put it mildly, each of these groups has grown up and operated in quite dissimilar contexts.
Your business has to offer alternatives because each will have distinct tastes and expectations when it comes to communicating. Knowing the demands of each generation will enable you to modify messages effectively and remove obstacles.

2. Get input on messages from your audience.

The fact that there are generational and cultural differences inside your firm makes it easy to start learning how to convey information effectively.

Not everyone will take part in your surveys or express their ideas, but if you can get a big enough sample size, it will help you figure out where you need to make improvements.

Finding out where you believed your business was succeeding but is actually generating conflict may be eye-opening. Or to discover that things you believed were failing are in fact succeeding for your employees.

3. Increase your communication efforts' consistency.

Even if your company regularly sends a large number of messages, chats, and bits of information, consistency is what helps remove barriers.

Often, the goal is to generate interest and emphasize the importance of something before it vanishes after a few weeks. When the consistency that was first consistent becomes more inconsistent or unexpected, the momentum is lost.

How to improve team communication (Overshot, A. (2001, February).



Like most things in life, results don't usually happen right away; they need work and sustained effort. The continuation of this in communications must follow a regular rhythm.

4. Personalize messages and information

You may have seen a pattern here, but if you want to engage with everyone in your organization, you must modify your communications, how they're received, and how you send them.

This indicates that you require more individualized information that is pertinent to the proper audience at the appropriate time. Additionally, you must present the content in the medium that the audience prefers, whether it be audio, video, text, graphics (gifs, memes), etc.

Although you can send an email to your whole internal database, it's not quite that easy. Additionally, it makes workers tune out or stop paying attention to the content.

Therefore, tailor and segregate information as best you can have based on how each of your staff uses it.

5. Use data and technology to enhance communication

Finding gaps and identifying what is effective in your messages requires an understanding of the facts around them. But having too much technology might result in information overload and make it difficult to know where to go for the proper stuff.

You must discover a method to integrate all of your organization's communication tools into one straightforward process, much like Everyone Social does.

Even while intranets, for example, have been used as a tool to try and include whole enterprises, a study found that just 13% of employees reported using their intranet on a daily basis. 31 % of respondents said they never do.

6. Encourage greater information sharing that is two-way

Naturally, owners and managers of businesses frequently share news and information. The organization as a whole does, however, require communication, and information must go both up and down the organizational structure. The following flow chart shows how two-way communication happens in a construction industry.

Vertical pattern of two-way communication

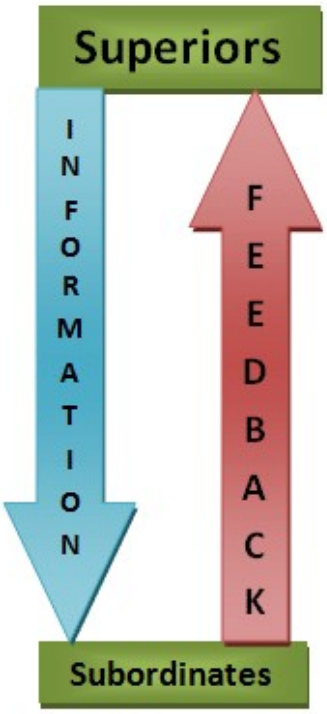


Fig: Vertical pattern of two-way communication



Fig: Horizontal pattern of two-way communication

Along with being able to contact all employees or target audiences, workers also need to be able to effectively transmit information or needs to others. It should be obvious to everyone that communication is valued and encouraged in general.

7. **Communication Barriers are improved with the Right Technology**

When it comes to technology, companies may struggle to strike a balance. There are several platforms and solutions available that you may utilize to achieve your goals and meet the demands of your business.

This is advantageous for communication since it makes it easier to connect staff members, wherever they may be in the globe.

The problem arises when the company's many divisions or locations begin to use an excessive number of tools, some of which may have functions that overlap. Your leaders and communications teams could also communicate other kinds of information in a different way (Guevara, J. M. and Boyer, L. T. (1981),

Everyone will obviously have different preferences for sharing and consuming, but there are methods to make things straightforward and get everyone on the same page.

Here are some instances of what effective communication tools may accomplish:

• Easily get in touch with any employee, regardless of where or how they work. Segment data to enhance personalization.

• Permit the best times for the transmission of material and information. Create news feeds for staff members depending on their preferences and requirements.

• Complement other essential communication technologies to access users' chosen channels

• Illustrate the extent and impact of internal participation and communication.

• Analyze the most intriguing facts, data, and material \s• Facilitate communication between coworkers, encourage cooperation, and give a focal point for employees to rally behind in order to foster trust

ROLE OF COMMUNICATION IN INDUSTRIAL DEVELOPMENT

Helps in team building- It all boils down to how effectively the team members collaborate and communicate when trying to build effective teams. By putting effective communication-boosting strategies like those listed below into practice, you can considerably contribute in the development of productive teams. As a result, staff morale and satisfaction will increase**.**

Gives everyone a voice -Giving everyone a voice and making sure they are heard when they have suggestions or grievances to voice may go a long way toward guaranteeing employee contentment, as was already said. Due to established lines of communication, everyone should be able to openly speak with their peers, coworkers, and superiors regardless of their standing.

Innovation – Employees are far more inclined to contribute their thoughts when they are given the freedom to do so without worrying about mockery or vengeance.

This is essential for creativity, and an organization that encourages communication is far more likely to be imaginative.

Growth -Giving everyone a voice and making sure they are heard when they have suggestions or grievances to voice may go a long way toward guaranteeing employee contentment, as was already said. Due to established lines of communication, everyone should be able to openly speak with their peers, coworkers, and superiors regardless of their standing.

Strong management - Supervisors are better able to direct their employees when they can interact with them effectively. It is much easier to delegate work, handle problems, motivate staff, and build relationships—all essential managerial responsibilities—when one possesses strong communication skills. It's critical to establish channels that enable people to connect with and with one another in order to promote effective communication.

Decision-Making and Planning's Foundation: Decision-making and planning depend on efficient communication. Managers might not be able to make any judgments if they can't protect information. The quality of managerial decisions is influenced by how well managers communicate. Additionally, subordinates must be informed of management's goals and choices. Giving advice to others would be impossible without efficient communication. The proper implementation of the management's goals and policies is made possible by effective communication.

Smooth and Well-organized Working of an Organization: - According to George R. Terry, "It functions as the lubricant, encouraging for the smooth operations of management process," making it possible for a company to run smoothly and effectively. Communication enables an organization to function efficiently and successfully (Adnan Enshassi). Mohan Kumaraswamy Jomah Al-Najjar (2019)

Only via communication can management influence and lead subordinates' activities in the desired manner.

Facilitates Coordination-Management is the art of getting things done via other people, and this goal of management cannot be attained without a shared purpose and coordinated efforts. To achieve unity of action in the pursuit of a single goal, communication via the sharing of ideas and information is helpful. It unites the people and makes coordination easier.

Increases Managerial Efficiency- Effective communication improves managerial effectiveness. It is true that without communication, nothing in management gets done. How productive a manager is based on how well he communicates with his team members. Management can only effectively communicate its goals and aspirations, give orders and instructions, assign tasks and responsibilities, and assess the performance of personnel.

Promotion of Cooperation and Business Peace- The members of the construction sector benefit from effective communication because it fosters respect and trust. The employer and employees are urged to work together. With weak modes of communication, sound labor relations and industrial harmony are impossible. Employees have no other means of expressing to management their complaints, issues, or ideas.

Establishing Good Headship- Communication is the cornerstone of good leadership. No leadership action can be made if the leader and those being led cannot communicate effectively. Communication is essential for maintaining a man-to-man relationship in leadership. By putting the management (leader) and the subordinates (guided) in close contact with one another, it helps to develop successful leadership.

Morale and motivation-The way to modify a subordinate's behavior and bring about change in their behaviors is via communication. Employee morale is raised and they are driven to meet the company's goals through communication. Despite the fact that motivation originates from inside, a manager may nevertheless inspire staff members through effective communication, such as appropriate message writing, timing, and delivery.

Improves Managerial Capacity- Good communication also improves management capability. A manager's capacity for time and effort is constrained since he is a human. He must assign duties and responsibilities to his subordinates. The proper delegation of a manager's authority and obligations to others through communication increases that manager's managerial capacity.

Effective Control- Effective control involves evaluating actual performance, comparing it to benchmarks established by plans, and correcting any gaps, if any, in order to guarantee that organizational objectives are attained in line with anticipated and planned activities. Effective communication makes it easier to

maintain control. It is required to communicate the plans to the subordinates, monitor and report actual performance to top management, and undertake or convey corrective action in order to achieve the intended goals. Moore, D.R., Dainty, A.R.J., and Cheng, M.-I. (2005)

Without a reliable communication infrastructure, it's possible that none of this would be possible.

Job Satisfaction- Effective communication promotes a culture of mutual trust and confidence between management and employees, which leads to higher levels of employee job satisfaction. Through effective communication strategies, the distance between management and employees is decreased and a sense of community among the workforce is promoted. They put their all into all they do.

Democratic Management- Democratic management also requires effective communication. Involving employees in the decision-making process aids in achieving worker engagement in management. Delegation and decentralization of power are impossible without a productive communication mechanism.

Boosts Productivity and Cuts Costs- Time and money are saved while productivity is increased via effective communication. Costs are reduced while production is increased. When large-scale production is taking place, the firm employs a large number of people. Without excellent communication, working in a group and enjoying the benefits of mass production may not be possible.

Public Relations- Each firm must build and maintain a positive corporate reputation in the community to succeed in the current business climate. Only via communication can management convey a favorable corporate image to the public. Effective management communication makes it simpler to maintain good connections with staff members, customers, suppliers, shareholders, the government, and the general public.

SIGNIFICANCE OF EMPLOYEE RELATIONS

Each employee in a job has a unique person's rapport with his or her coworkers. Humans cannot be turned on like robots at the push of a button. They need other people with whom they can interact, share ideas, and communicate their joys and sorrows.

A person requires other people to function; he cannot do it alone. You won't want to sit down and work if the office is entirely vacant. An individual becomes unmotivated and spreads negativity in an isolated setting. People must feel at ease with one another in order to cooperate as a team and achieve a common objective.

It's critical that coworkers have positive relationships with one another. Let's examine why maintaining positive employee relations is crucial for a company: There are a number of instances where a person needs the guidance and advice of others in order to make judgments. Sometimes we might miss important details, but one of our teammates might have a brilliant idea that will enable us to get toward our objectives much more rapidly (Cheng, M.-I., Dainty, A.R.J. and Moore, D.R. (2005)

The flow chart below shows how good employee relations are very essential for a construction industry.

Before a strategy is put into place, its advantages and disadvantages must be freely addressed in a setting where each employee is free to express their opinions. Since you cannot figure out where you are making mistakes on your own, you need others who can be your critics and point out where you are incorrect. If you do not have solid ties with other individuals, no one will ever come to your assistance.

If work is distributed among everyone, it becomes simple. Your workload would decrease and your productivity would increase if you and your coworker had a good working relationship.

You can't do everything by yourself. To do the allocated tasks before the deadline, team members' responsibilities must be distributed among them. Your work will be made easier if you get along well with your coworkers and they are always eager to help you with your assignments.

If the staff functions as a unit, the company becomes a nice place to work, a person's attention and concentration tend to suffer if his mind is constantly

occupied with unneeded pressures and stress (Dainty, A, Moore, D and Murray, M (2006)

It has been found that tensions instantly dissolve and one feels better when people communicate and discuss matters with one another. You'll feel more at ease if you learn to trust others. If one cannot communicate with the person seated next to him, one does not feel like coming to work.

An average person works 8 to 9 hours a day, thus it is almost impossible to work continuously without taking breaks. It's important to have friends with whom you may go out for lunch, see movies, or take occasional strolls. Everyone will stop speaking to you if you engage in conflict with them, leaving you by yourself. It's crucial to respect others in order to demand the same behavior from them. In the presence of people, he can depend on and lean on when necessary, a person feels inspired. One performs at his best when he is safe and confident. Sharing your secrets with your coworkers is OK, but you should know when to stop. Trustworthiness is crucial.

Healthy workplace relationships also deter interpersonal disputes and clashes. People tend to become more adaptable and quit criticizing one another. People don't waste time in pointless arguments and confrontations; instead, they focus on their job and make a strong effort to improve. They begin to interact like friends and do their best to reach agreements that will satisfy everyone. Positive employee interactions lead to lower absenteeism at work. People like going to work every day and taking their jobs more seriously. They cut back on their vacation time and start to enjoy their jobs. Employees stop berating one another and put in long hours.

Since you never know when you might need your coworkers, you should always be cordial with them. They could come in handy at any time. They will only help you if you are kind to them. You might need to take time off for personal reasons, so you need a dependable coworker who can handle business while you're away. Additionally, positive attitudes are propagated via strong employee interactions. Employee familiarity with one another is crucial for improved focus and concentration, less disagreements, and enhanced production.

COMMUNICATION STRATEGIES TO EMPOWER MEMBERS OF A TEAM IN INDUSTRY

Support open dialogue. According to a Recruiter poll from a certain construction industry, 33% of workers think that poor communication has the biggest detrimental effect on staff morale. For a relaxed and open atmosphere, foster a culture where team members are encouraged to share their opinions, comments, and ideas. The following are steps taken to ensure open dialog in a construction industry:

Establish a speaking order for discussions and follow the team leader's prescribed order. Everyone now has a chance to share their thoughts and suggestions or offer commentary on recent events at work.
Ask your teams to evaluate their participation patterns and establish objectives for a specific conversation. This tactic specifically encourages more reserved team members to contribute.

Encourage team members to ask more questions, think about incorporating others' views, and provide evidence for their positions as qualitative goals.

Emphasize the importance of listening. While speaking and writing properly are communication requirements, team members must also listen to what is communicated since bad listening weakens cooperation and contradicts the goal of communication. Without attentive listening, messages may not be understood correctly, and communication may become ineffective. With your team and your consumers, put active listening skills to the test (L. S. Gruneberg (1997).

Try reflecting, summarizing, and when appropriate, asking for clarification after paying close attention to what was said. People are more likely to cooperate with you to find solutions to issues when they feel heard and understood. You'll increase confidence and trust at work.

Clearly specify how and when various forms of communication should occur. Verbal, nonverbal, and written communication are the three main methods of corporate communication. It's important to know when and how to use these communication methods. For informal conversations or brief announcements,

both verbal and nonverbal communication are acceptable. However, writing is frequently a preferable option for more important or "formal" topics, such a change in benefits.

Strategies:

• Choose the communication methods and tools to utilize with management, coworkers, and clients. When it's feasible, let team members select a way from a list of tried-and-true options.

• Choose the communication methods and tools to utilize with management, coworkers, and clients. When it's feasible, let team members select a way from a list of tried-and-true options.

Make sure your staff is using the communication techniques you want them to-. As the team leader, your employees turn to you for guidance 85]. They'll probably keep doing whatever it is you're doing. It is sometimes easiest to explain expected behavior by illustration.

Strategies:

Always take initiative. You, as the leader, decide on efficient communication techniques. Consider providing communication training or seminars if you observe widespread communication problems within your team. You may also plan routine one-on-one check-ins with your team to talk through any persistent issues.

Develop the practice of offering well-thought-out solutions and allowing others the chance to share their thoughts. Your team will respond favorably if you lead by example and create instructional occasions for them to learn from.

Make the business style guide accessible. Your brand's voice and tone reflect your vision, beliefs, and stories as well as how you interact with colleagues and clients (i.e., formally, optimistically, confidently, etc.) Any form of communication in any department will be consistent with the help of a personalized style guide [86].

Strategies:

Assess who you are as a company and what you stand for before choosing your brand language and tone. It will be simpler for audiences and consumers to recognize your brand across communication channels thanks to your brand voice, which is the personality you adopt in all interactions. The brand tone is the manner in which you communicate the personality of your business. For instance, you should keep your tone official, courteous, and certain if your business creates study resources for standardized examinations. You would probably prefer a more relaxed and welcoming tone if your design ethos is more laid back.
After you've established the voice and tone of your brand, utilize your corporate style guide to create standards and train your staff on how to write in a way that reflects that voice and tone.

Stress the significance of delivery. Not only what you say matters, but also how you say it. Emoji and other nonverbal indications used in delivery may either bolster or detract from what is being stated. Nobody can anticipate how another person would understand a message. However, communicating clearly and establishing rapport by matching your nonverbal cues to your spoken ones.

Strategies:

Ensure that everyone on your team is conscious of how tone and body language, among other indications, may influence communication. For more persuasive justifications, provide hypothetical, illustrative instances.
Ensure that everyone on your team is conscious of how tone and body language, among other indications, may influence communication. For more persuasive justifications, provide hypothetical, illustrative instances.

A successful corporation depends on effective communication. It requires work to ensure that messages are effectively communicated to their audience, comprehended clearly, and appreciated empathically. But encouraging constructive team communication yields positive results for morale, cooperation, and company success.

RESEARCH ANALYSIS AND FINDINGS

Direct engagement with the construction industry stakeholders was used to create a survey questionnaire with two sections.

The first segment concentrated on gathering information about survey respondents' backgrounds in order to select datasets that met our study objectives.

Employee survey questions on gathering feedback and its results

1. **How well does your organization implement the suggestions you make?**
   Most of the employees argued that their suggestions take long to be implemented why a small number of them supported their company and all of their reasons were based on the mode of communication.

2. **How well and how seriously does your organization implement your recommendations and feedback?**
   Employees said that their seniors did not take serious their recommendations and they were getting no feedback due to poor communication adopted by most of their companies.
3. **Have you seen any improvements since you began getting employee feedback?**
   The employees said that getting feedback had motivated them to be proactive

Template for a survey question on internal communication in construction industry

Answer the following questions as per your suggestion according to how you're being treated in your industry

1. **Do you feel appreciated at work?**

Employees complained that they don't feel appreciated as poor communication was the major barrier to appreciation in the company.

2. **How much of your active involvement at work is influenced by the culture of our company?**

According to the employees over 70% of their active involvement at work is influence by the culture and the mode of communication adopted by their company

3. **Do you believe that your company does a good job of encouraging recognition at work?**

   Most of the employees appreciated their companies for encouraging recognition in the place of work they rated their companies high in encouragement of recognition

4. **In the last two weeks, have you received any acknowledgment from a manager?**

The employees had not received any acknowledgement from their manager and they blamed poor communication for the same

Managers' survey questions on poor communication in an organization

1. **How do you presently find out about the business?**

The managers responded on this question positively saying that their business was thriving well since most of them believed their mode of communication was effective.

2. **Does your team help you finish your work?**

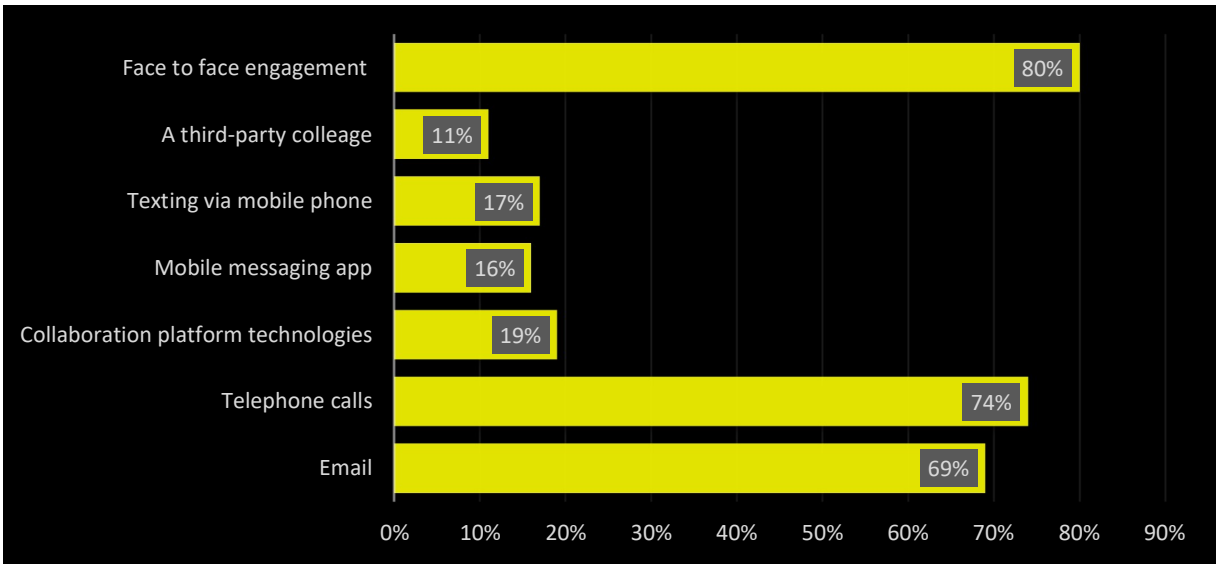
   Managers said they have teamed up to ensure success of their companies

3. **Do you give your company's future any thought?**

   Most managers said that they have implemented ways of ensuring a better mode of communication and therefore they are expecting a brighter future

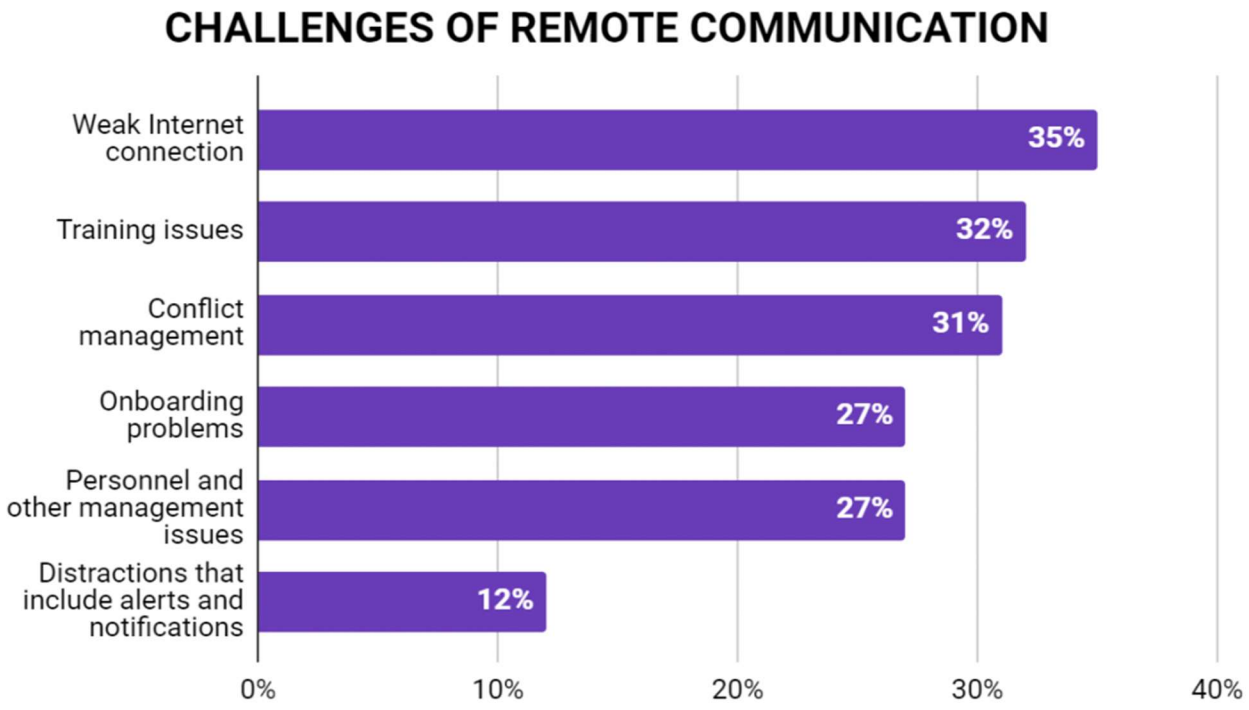
4. Which methods of communication do you prefer in your place of work?

(L. S. Gruneberg (1997),



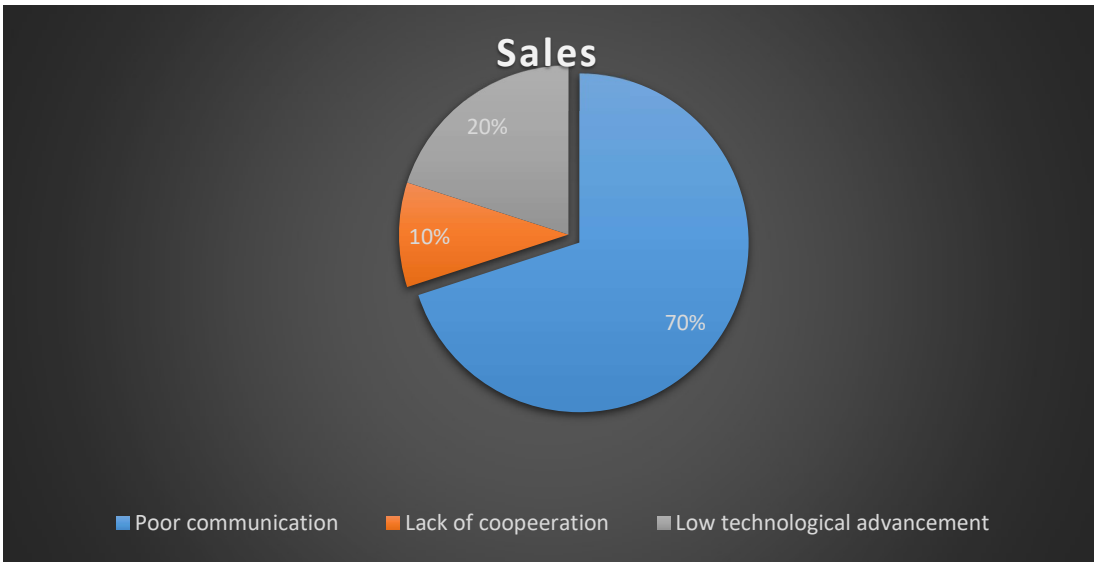
What are some challenges that are encountered in remote communication?

Challenges of remote communication (George Ofori (2015),

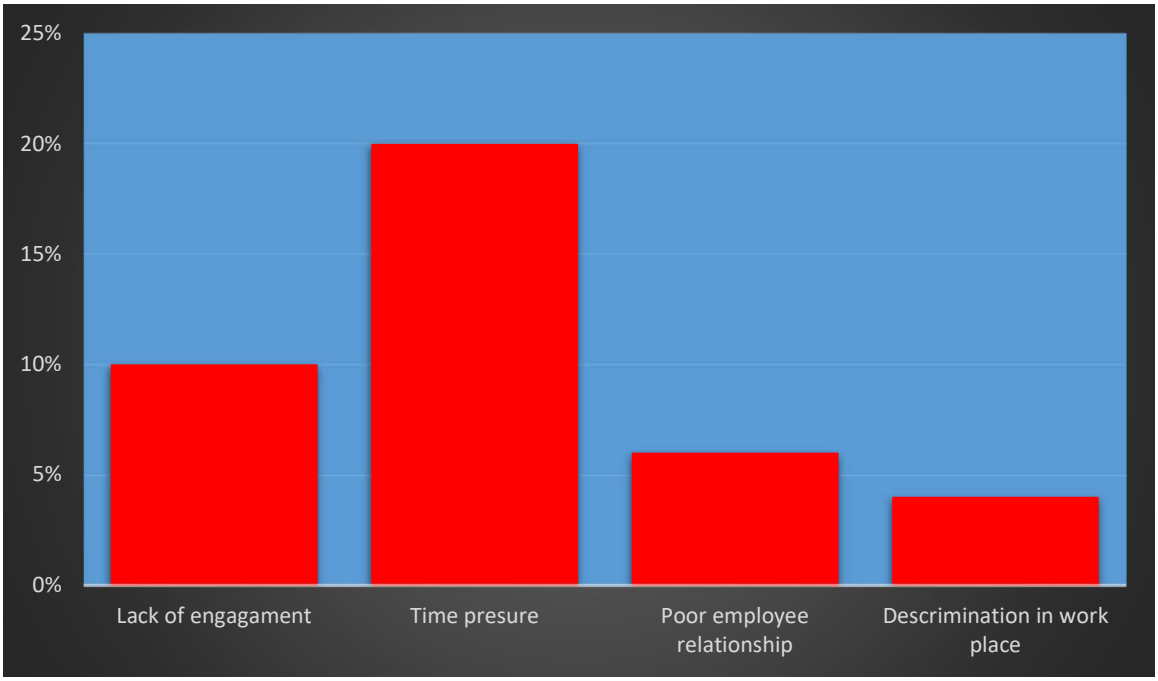


What happens when the project managers are not comfortable giving feedback in your industry?

(Kazi, A. S,(2005),"

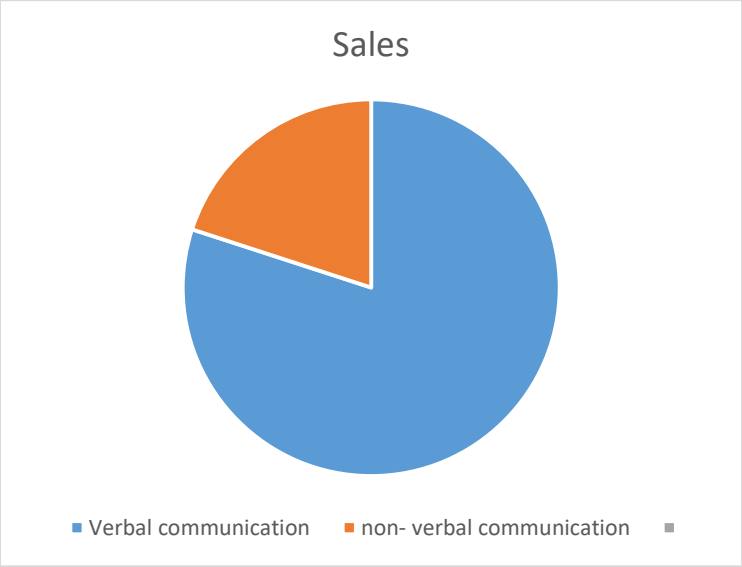


What are some causes of stress among you in the workplace, does communication impact?



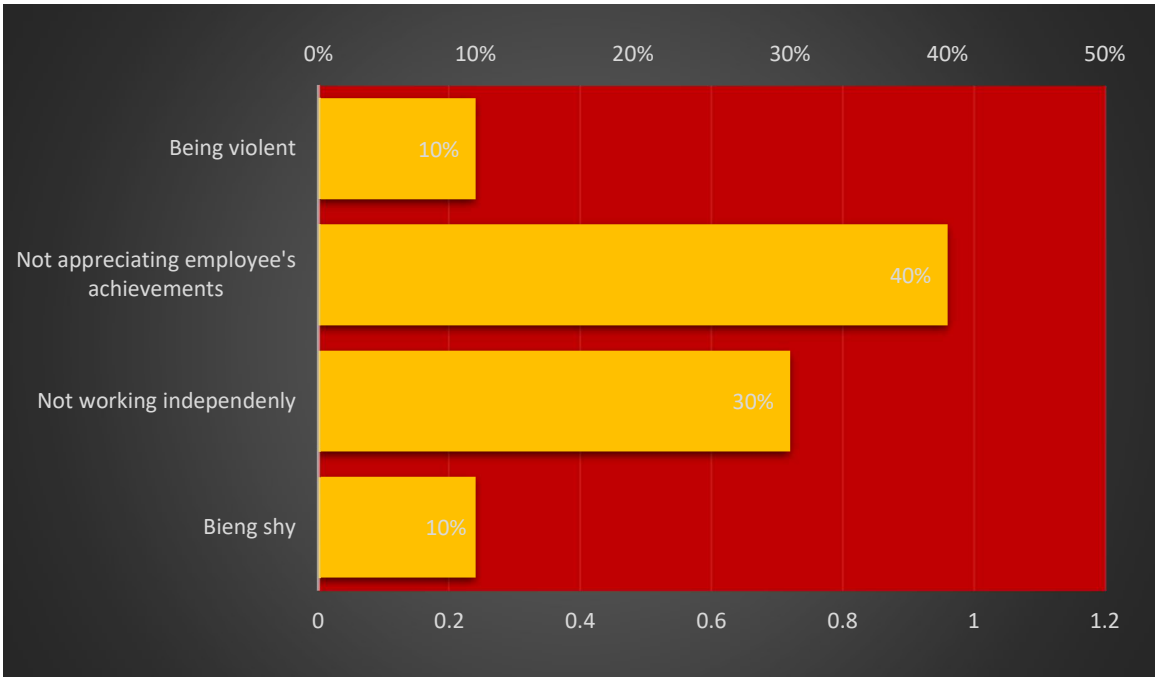
Which form of communication between verbal and non-verbal do you prefer?

Peter Raymond (2013)



What are some communication issues that prevent effective leadership in your industry?

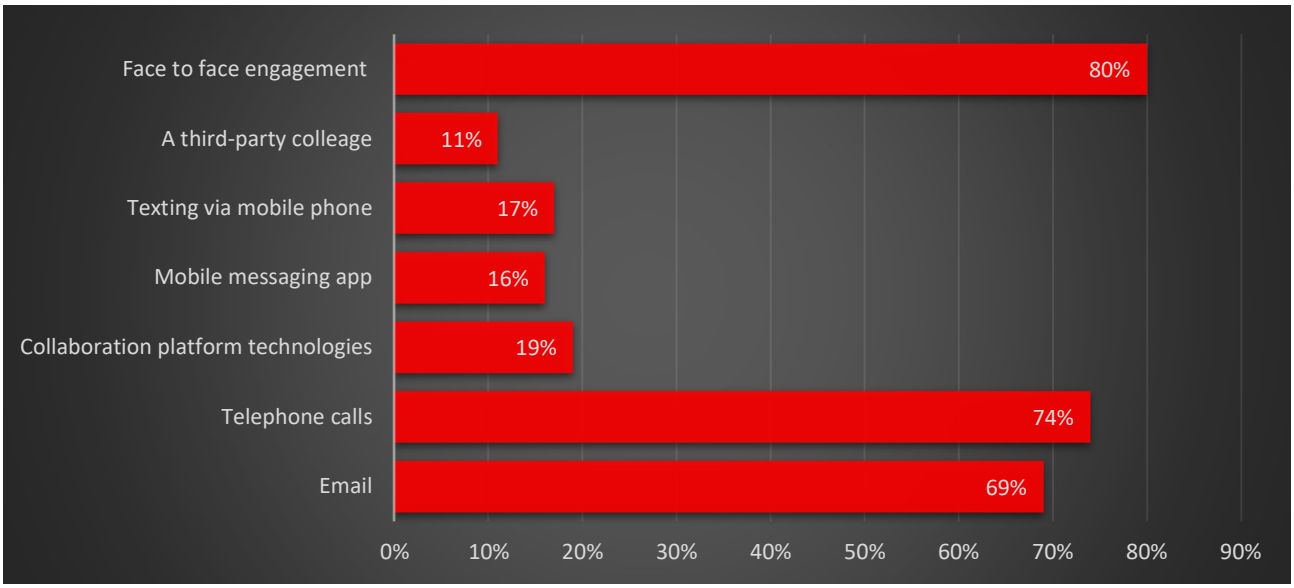
(Tannen, D. (1991).



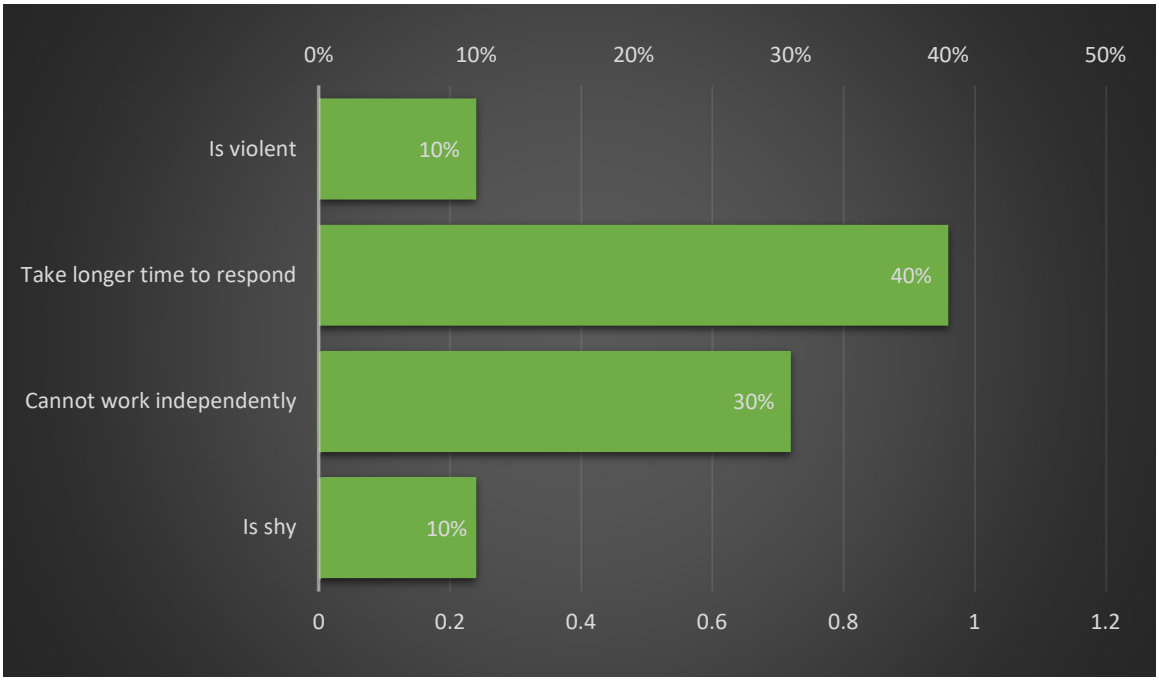
Survey Analysis using bar graphs

Which method of communication do you prefer in your construction industry?

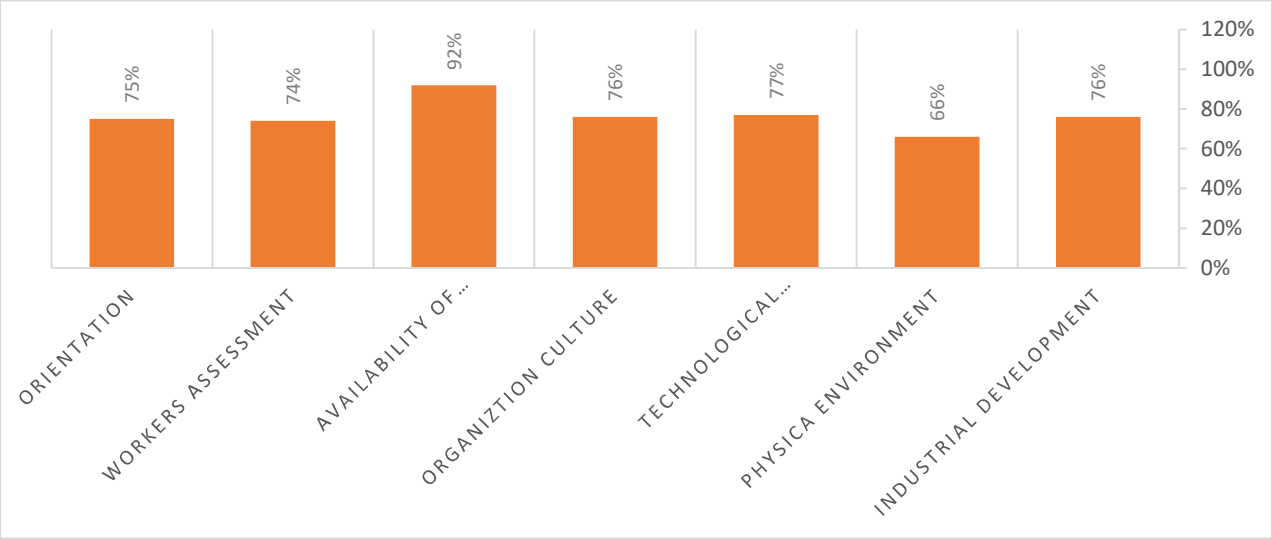
Sypher, B. D., Bostrom, R. N., & Seibert, J. H. (1989)



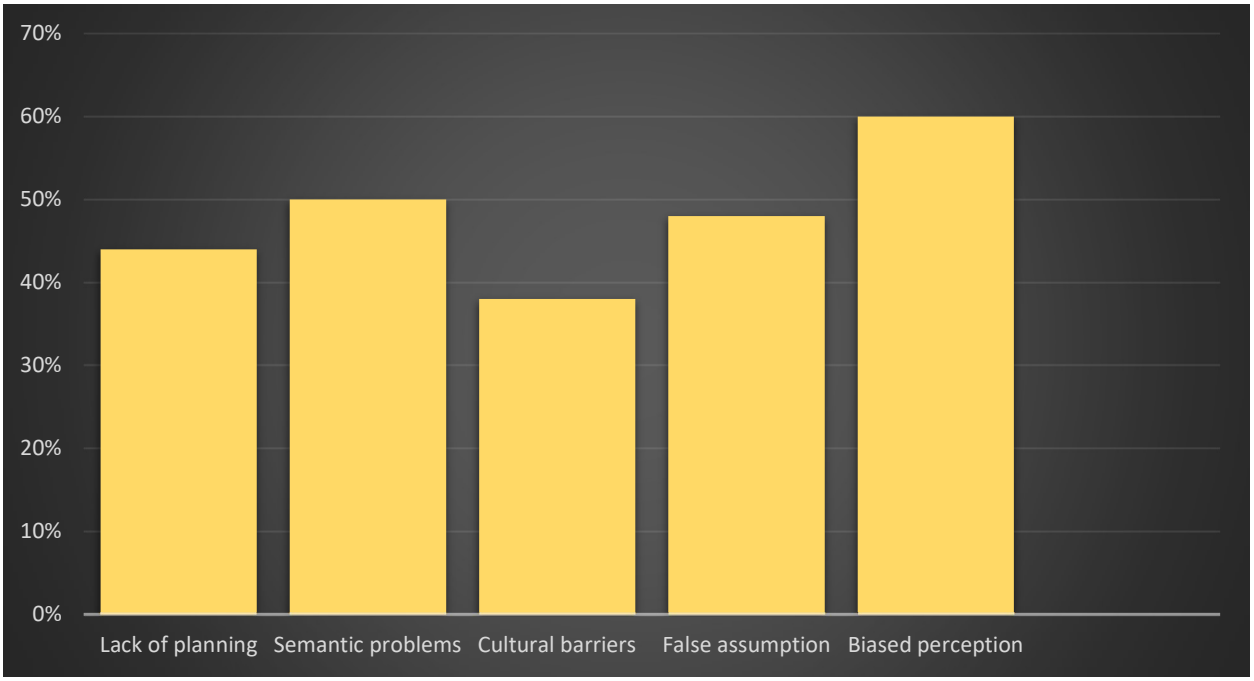
How do you know that your manager in the construction industry has poor leadership? Do you think it is easy to imagine? (Swift, K. (1980).



How significant is communication in your industry? (Schick, A. G., Gordon, L. A., & Haka, S. (1990).



What are some barriers of communication in your industry? At what percentage does it limit your communication capabilities? (Overholt, A. (2001, February).



LIMITATION

This essay is based on the findings of twenty questionnaires given to employees of management consulting firms. Although it is obvious that this quantity is insufficient to statistically support robust theoretical claims, it nevertheless enables me to make observations that merit further study. It is widely agreed that this work currently requires a deeper theoretical development and a more complete empirical foundation. However, I think that this essay offers a first set of recommendations regarding management consulting firms, their actions, and their function in the current economic climate. The findings of this research may not be applicable to other businesses or because the conclusion was based solely on the UK construction industry, it differs from conditions in other businesses company

RECOMMENDATION

Establishing a chain of command for communication on a building project is crucial for the construction business Kurland, N. B., & Pelled, L. H. (2000).

These are normally outlined in the contract agreements and typically ask for communication between the owner and general contractor to go via the architect. The general contractor is in charge of informing the suppliers and subcontractors, whereas the architect is in charge of communicating with its advisors. Usually, the general contractor's primary point of contact on a project is the superintendent.

Methods of communication for specific tasks and information sharing should be developed early on in the project, and all stakeholders should agree on them. Any departures from the recommended communication channels run the risk of messages not reaching the target parties in a timely way, which would cause delays in the project. Prevent Confusion, Be Specific and Brief so that you can concentrate on only one project at a time to prevent confusion if you are working on numerous projects with the same owner or architect. The true difficulty is to use as few words as possible while yet being as thorough as you can.

A plan for enhancing communication in the construction industry was established. It was feasible to characterize the issue of communication in construction in greater depth on the basis of a preliminary literature review on the subject and some expert interviews in the Dutch construction sector Iacocca, L., & Novak, W. (1984).

It came out that the communication between supply side and demand side parties was where the majority of issues were reported. Construction projects appear to be particularly susceptible to communication issues because of the intense interaction between demand-side and supply-side players in these projects. The primary research objective and research setup might be determined using this problem definition.

To obtain a more thorough and comprehensive picture, more extensive empirical study along with comparisons to communication practices in other nations should be conducted. More study on demand-supply communication is required, as evidenced by the paucity of literature on the topic in the construction industry [88]. This provides yet another reason to investigate the peculiarities of this type of communication in the construction industry and to compare it with that of other industries, in order to learn from them Crampton, S. M. (1998).

It appears that the interaction between the demand and supply sides is much looser in other industries. In this essay, a solution to the problem is suggested.

CONCLUSION

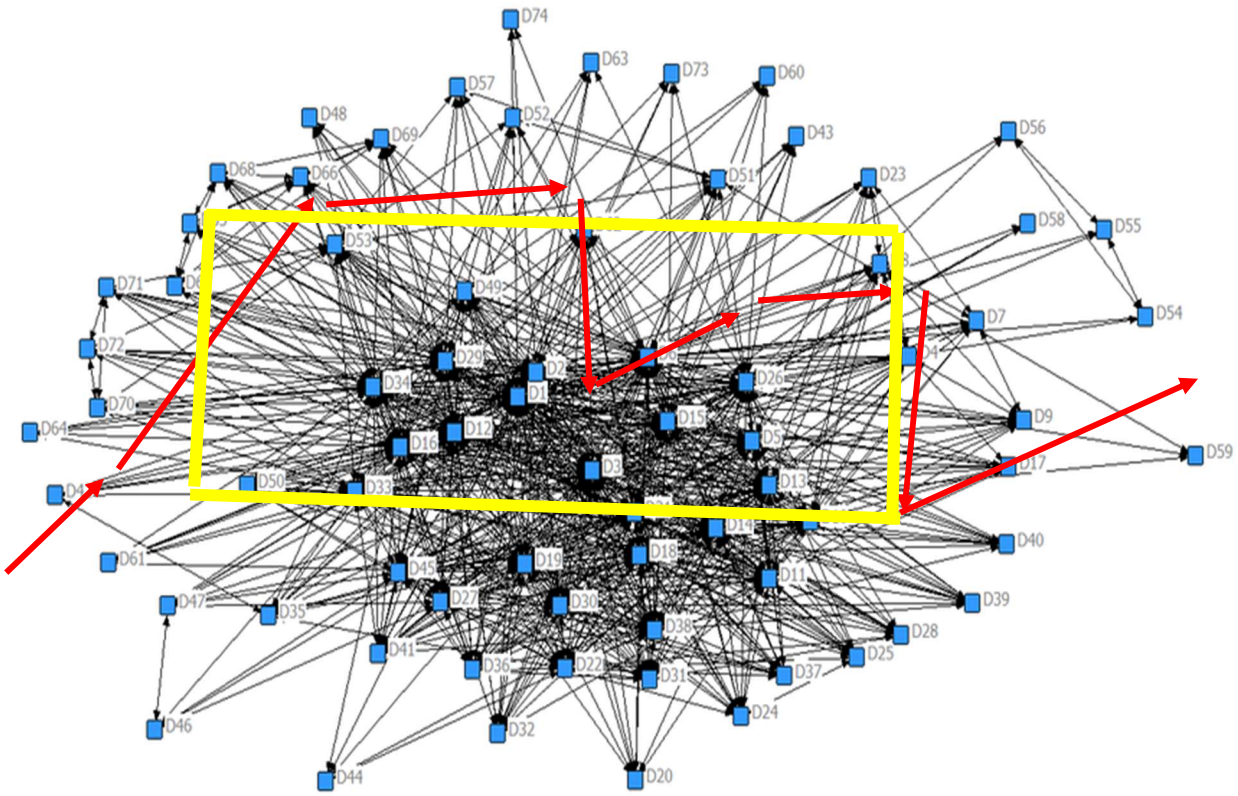
The construction sector is a dynamic and intricate one. As a result, it is defined by several obstacles that arise over the course of a project. In the construction industry, there are many different types of stockholders, each with their own objectives, cultures, and skill sets. To achieve the project's objectives, they work together on a variety of levels.

Transferring information from one stakeholder to another requires the use of communication, which is an essential tool. Successful completion of the procedure is the only way for effective communication to take place. The influence of good communication on the project is obvious given that it can have either a positive or

bad consequence. Ineffective communication is a common problem in construction projects and is considered to be the main reason for project failure.

In order to pinpoint the 30 causes and 20 effects of inadequate communication in the construction sector, a thorough literature analysis was conducted.

The following diagram shows Communication network diagram between construction units concerned in construction industry the part highlighted in yellow rectangle shows information flow between workers in construction industry while the path highlighted in red shows information flow between supervisors in different construction units; communication between workers and managers is affected here since it passes through a longer channel.
https://www.researchgate.net/profile/Lan-Luo-18/publication/261094786/figure/fig2/AS:393791895818251@1470898712544/Communication-network-diagram-between-construction-units-concerned.png



To emphasize the poor communication issue that surfaced in the building project, a case study from Kuwait was provided. When a problem arose, unstructured interviews revealed effective remedies, such as the redesign of communication networks and in-house meetings. If an issue arises during the building project, our research will assist organizations and managers in identifying and resolving it from the ground up. In order to have a frame, more investigation is necessary to find remedies for the causes and effects listed previously (Brownell, J. (1990)

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