

**INVESTIGATING COMMUNICATION  
MANAGEMENT PRACTICES IN YOUTH  
ORGANISATION IN MALAYSIA**

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**INVESTIGATING COMMUNICATION MANAGEMENT PRACTICES IN  
YOUTH ORGANISATION IN MALAYSIA**

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**A project report submitted in partial fulfilment of the requirements for the  
award of Master of Project Management**

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## DECLARATION

I hereby declare that this project report is based on my original work except for citations and quotations which have been duly acknowledged. I also declare that it has not been previously and concurrently submitted for any other degree or award at UTAR or other institutions.

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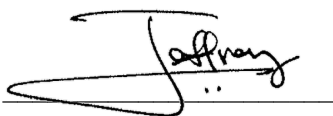
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## APPROVAL FOR SUBMISSION

I certify that this project report entitled “INVESTIGATING COMMUNICATION MANAGEMENT PRACTICES IN YOUTH ORGANISATION IN MALAYSIA” was prepared by TAN YEN LU has met the required standard for submission in partial fulfilment of the requirements for the award of Master of Project Management at Universiti Tunku Abdul Rahman.

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## ABSTRACT

Malaysia youth organisations are facing problem on their communication and documentation procedure due to the biennial election that changed their leadership and caused the information and knowledge gained have not pass to the following team. This study aim investigate all types of communication management practices that have been used in youth organisation's project team. Its main contribution is to develop the best practice of communication management that suitable for all youth organisation in Malaysia. Numerous reports and scientific paper listed the four category of communication management practices: strategical, informational, emotional, and practical. In order to assess the effectiveness and impact of all communication management practices, a qualitative interview was done with 20 committee members from 4 different type of projects. Each selected case study projects have involved more than 200 participants and 20 committee members who are all youth organisation members. *Clear lines and responsibilities up front, communication time schedule, and asking team members for advice, opinions, and feedback* were selected as the top 3 effective communication management practices. The most impact communication practice for each category was identified based on the opinion given by every respondent. The outcome of interview were analysed and come up with a model of communication practice which suitable for all youth organisation project. This communication model would balance the differences of every committee member in youth organisation's project team, such as working schedule, generation, and communication style.

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# CHAPTER 1

## INTRODUCTION

### 1.1. Background

Youth constitute half of the Malaysian population (Ahmad, 2019). In Youth Societies and Youth Development Act (Act 668) stated that youth is an individual who aged between 15 and 40. In Malaysia, all the youth organisations are register under Ministry of Youth and Sports (KBS) and coordinate by Malaysia Youth Council (MBM) (Dahalan *et al.*, 2012). They are mostly non-government organisation and non-profit organisation which all the members are join by voluntary basis.

The role of youth organisations involved in many different areas. For instance, cultivate a sense of responsibility, patriotism, and volunteerism of a youth, encourage and influence youth to act a positive and effective role in the society and country, and collaborate with the government bodies which responsible for youth affairs for the benefit of the youth movement (Haslinda *et al.*, 2012). Instead of educating the youth in a theoretical way through a seminar, a conference as well as a workshop, youth organisation also allow their members to learn from practical activities such as organising events and managing projects. While managing the project, an individual able to enhance their ability in many different aspect related with project management, consist of project planning, controlling project schedule, scope or costs. Amongst there is an areas that often being underestimated or insufficient attention was given, is managing project communication and documentation. A project proven that deficient communication and documentation cause unsuccessful result in project, time, cost and team cooperation. (Nara *et al.*, 2015).

Every aspect of the projects involves communication between team members or external stakeholders. Therefore, communication is categorised as one of the most vital knowledge areas in project management and also a very complex one at the same time. About half of the project managers agree that effective communication between internal and external stakeholders is the most critical success factors in project management (Project Management Institute, 2013). A project team with effective communication will ensure the right information is pass to the right person at the right timing and in a cost-effective manner. The key roles of communication is to keep team members, managers, and stakeholders informed and on course to achieve the project objectives, as well as to identify issues, risks, misunderstanding, and other challenges throughout the entire project life cycle. Effective communication is a vital element of team effectiveness, both in collocated and virtual teams (Pitts, Wright and Harkabus, 2012).

Communication act as an important position in realising projects, especially in youth organisations' project teams who members work in different geographical locations, have different personal characteristic, usually work in difference professional fields. Limited physical contact, insufficient real-time and non-verbal communication stimulate misunderstanding, insufficient mutual trust and reduce in motivation. A study did by Osman noticed that the most influencing challenge faced by Project Manager while working with virtual teams is the element of communication. A project's success often depends on how effectively internal and external team communication being carried out. Achieving effective communication is even more difficult in dispersed team compare to collocated team as the team members are spread across different locations (Osman, 2011).

Communication management is an difficult task as it involves human interactions which associates to trust, beliefs and requires a high level of soft skills (Muszyńska and Marx, 2019). In order to overcome those challenges, good communication management practices and patterns should be adapted by the project manager according to their project characteristics.

## **1.2 Problem Statement**

Youth organisation heavily depends on interpersonal communication to ensure the organisation thriving (Foster, 2018). Members of youth organisations in Malaysia are people aged between 15-40 years old and willing to use their free time on social service programmes or self-enhancement activities. All of them having different backgrounds some are students, some also working adults, and some are successful entrepreneurs. Therefore, a good communication management practice is significant to all project teams in order to keep communication remain constant and consistent as it balance all the differences between team members. Not only the differences in lifestyle and behavioural but also the differences in their geographical locations and availability time, since all of the members in youth organisation have different occupation. However, most of the previous study related to youth organisation mainly focus on the structure of organisation and funding, communication and documentation management were being discussed. Project team simply adopt a communication style that each of them prefer without a standard guide to follow.

Sometimes, a project team member will consist of people from different generation cohorts. Individuals growing up in different year will have different characteristics due to the cultural and world events that affected their values and opinion. Carroll (2020) has listed out the age range of each generation cohort, Baby

Boomers (individual born in 1946-1964, currently 56 to 74 years old), Generation X (individual born in 1965-1980, currently 40 to 55 years old), Millennials (individual born in 1981-1994, currently 26 to 39 years old) and Generation Z (individual born in 1995-2012, currently 8 to 25 years old). Referring to this generation categorisation, youth organisation in nowadays involve people in 3 different generation. A research proved that communication has becoming more difficult when a team comprising more than two generations of team members (Abdul Malek and Jaguli, 2018). Bob McCann, a management communication professor at University of California, Los Angeles mentioned miscommunication between different generations is not a new phenomenon (Carino, 2019). A constant and consistent communication helps to ensure all team members received same information. Improper communication practice and incorrect exchanged messages between project participants throughout the project will cause delays and conflict.

Moreover, many of the project teams in youth organisations do not exercise proper communication management and documentation management practice, especially during the project closing stage. The project team will dismiss after they achieved all the objectives as they consider the project closing stage is a redundant work that use to satisfy the organisational requirements. Little of them aware that project closing stage severs a vital purpose for the organisation and helps it avoid unfavourable and adverse scenarios. A proper communication and documentation management in project closing stage helps to review, assess, and capture the lessons learned throughout the project cycle. Documenting the lessons learns is a significant process asset of an organisation. The future project team take these into account when they initiating a new project. Without a proper communication and documentation management practice, the information or knowledge gained from the existing project



will not pass to the following project team. There is a probability that the new project team will be doing the same mistake or consuming extra time to solve the problem and cause project failure.

Besides of project teams dismiss, the leadership in youth organisation change in every two years. When a new group of leaders take their positions, they will switches the method of communication according to their own preferences. Therefore, the communication problem occur due to the lack of continuity in youth leadership. They only serve two year terms and never overlap with each other.

Youth organisations heavily depending on interpersonal communication in order to keep the organisation grows strongly. An effective communication require constant and consistence communication practices to ensure information sent by the leaders were successfully received by the members and the feedbacks from the members were heard by the leaders. Often changing of communication practice will cause some of the members do not receive information. It will hurt the morale of the organisation as the members might felt left out and leave the organisation. A consistent communication practices needs to be chosen, in order to keep up participation and keep the organisation growing. The more consistently the communication practices being used, the easier member get information and the more members feel involved with the organisation.

### **1.3 Aim and Objectives**

This research aim is to investigate what kind of the communication management practices are used in youth organisation.

The objectives of this study are outlined below:

- i. To assess the effectiveness of communication management practices
- ii. To investigate the impact of communication management practices on project success
- iii. To recommend best practices for effective communications management in youth organisations

#### **1.4 Research Scope**

This research is targeted on existing or previous project team in Youth Organisation within Malaysia. The selected project team must have been organised an event which involve more than 200 attendance and 20 committee members. The selected respondents must be a member from the project team.

#### **1.5 Significant of Research**

Many of the research on youth organisations focus on fundraising, volunteer management, and youth development policy. Little of the research focus on the communication management in youth organisations. Previous research focus on the structure and funding of non-profit but does not investigate the importance of communication practice in the organisation. Communication in the youth organisation has not been explored deeply. However, communication is important to the youth organisations, but the organisation is completely staffed by volunteers who do not have access or the time to research the best communication management practices that can provide a guidance to them. This study provide an incremental knowledge in communication management field as it will narrow down the most effective and

efficient communication management practices that have been often used in the cooperate environment which helps youth organisations and their project teams.

Communication is the best way to connect with all member, the suitable and efficient communication practise being apply within the organisation helps to keep all member feel involved. The decreasing in number of member and difficulties in recruiting new member show that the important of choosing the right communication practices to keep member involved. This project assess the effectiveness of the communication practice and provide the best practices.

The suitable and effective communication and documentation management is important as some of the events and projects are repeatedly held annually, such as annual sport competition, youth summer camp, annual national meeting and etc. A new project team could only be able to know what was done right, what was done wrong and what could have done better in previous project through the documentation.

The projects and events in the youth organisation have direct impact on their members. It develops and empowers the youngster by giving those chances they might not have or learn through the formal study. Member can apply the communication management practices that they learn from earlier project into their workplace.

## **1.6 Chapter Outline**

### Chapter 1 – Introduction

Provides a comprehensive overview of the entire research and structured the foundation for the following chapters. This chapter gives an overview of the research background which includes problem statements, aim and objectives, the research scope and the thesis structure.

## Chapter 2 – Literature Review

Reviews the previous studies from journals, articles, and books. This chapter will give an understanding of both communication management practices and youth organisation related challenges and critical success factors.

## Chapter 3 – Research Methodology

Provides an explanation of the research methodology and details of the research design, case study, research approach, limitations of the research methods, and the issue of ethical considerations throughout the process of collecting data as well as data analysis method.

## Chapter 4 – Results

Reports the results and analysis obtained from the interview. There will also be a description of the results.

## Chapter 5 – Discussion

There will be a discussion based on the observed results. The model of communication management practice was developed based on the results collected.

## Chapter 6- Conclusion and Recommendation

Draws conclusions about the research objectives and implications of the study for youth organisation. This chapter will also state the possible future research and research limitations.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Youth

Young people are the world's greatest assets who create the foundations for future development using their energy, talent and creativity (Faizah, 2007). Every country has different definition of youth. The most obvious difference is the actual age range of youth. The age of the individual youth stated in United Nations Association (2012) is 15 to 24 years old whereas the Commonwealth Youth Programme Youth (CYP) in the Commonwealth Plan of Action for Youth Empowerment 2007-2015 defines an individual ranging from 15 to 29 years old as youth. The youth age range in different country are listed in Table 1.

Table 1: Youth Age Range in Different Country  
(Source: Gale and Fahey, 2005)

| Country                        | Age Range |
|--------------------------------|-----------|
| Japan, Indonesia, Saudi Arabia | 15-24     |
| Singapore, India               | 15-35     |
| Bangladesh                     | 18-35     |
| Spain, Italy, Greece, Denmark  | 16-29     |
| China                          | 15-29     |

Specifically in Malaysia, Youth Societies and Youth Development Act (Act 668) stated that youth is an individual who not less than 15 years and not more than

40 years old. However, it specifically mentioned that the main focus of youth developments programs and activities should be young people aged 18 to 25 years old. Therefore, there is an amendment made to the act on 2019, starting on December 2021 the age limit of youth will reduce from 40 years old to 30 years old (Kaur, 2019). According to the former Youth and Sports Minister Syed Saddiq Syed Abdul Rahman, the reason of reducing age limit is to ensure that the definition of the Malaysian youth was in accordance with international standards (Kaur, 2019).

Referring to the population data available from the Department of Statistics, lowering the age cap of youth will cut down a five million of population from fourteen million. It will be about 28% of the total population compared to the previous 45%. The biggest number of people falling out of the youth category is Selangor state. Table below shows that there are 1.3 million of people in the state aged between 30 to 40 years old.

Table 2: state youth population under current and new age limit  
(Source: Department of Statistic,2018)

| <b>State/ Federal Territory</b> | <b>15 to 39 Years Old ('000)</b> | <b>15 to 29 Years Old ('000)</b> | <b>Falling Out Of Youth Category ('000)</b> |
|---------------------------------|----------------------------------|----------------------------------|---|
| Selangor                        | 3,021.80                         | 1,703.30                         | 1,318.50                                    |
| Sabah                           | 2,083.20                         | 1,405.10                         | 678.10                                      |
| Johor                           | 1,640.90                         | 1,029.40                         | 611.50                                      |
| Sarawak                         | 1,234.60                         | 822.30                           | 412.30                                      |
| Perak                           | 1,050.50                         | 722.80                           | 327.70                                      |
| Kedah                           | 917.30                           | 627.50                           | 289.80                                      |
| Kuala Lumpur                    | 805.90                           | 450.60                           | 355.30                                      |
| Kelantan                        | 782.20                           | 568.10                           | 214.10                                      |
| Penang                          | 779.10                           | 481.30                           | 297.80                                      |
| Pahang                          | 745.60                           | 484.40                           | 261.20                                      |
| Terengganu                      | 529.10                           | 367.90                           | 161.20                                      |
| Negeri Sembilan                 | 499.30                           | 333.50                           | 165.80                                      |
| Melaka                          | 410.00                           | 273.30                           | 136.70                                      |
| Perlis                          | 108.90                           | 74.40                            | 34.50                                       |
| Labuan                          | 45.90                            | 25.70                            | 20.20                                       |
| Putrajaya                       | 36.90                            | 14.80                            | 22.10                                       |
| <b>Total</b>                    | <b>14,691.20</b>                 | <b>9,384.40</b>                  | <b>5,306.80</b>                             |

## **2.2 Youth Organisation**

Nowadays, there are many youth program being organised inside the school or out of school. Although the structure of those programs have great difference, they both aim to provide a healthy development of youth and more vital is to prepare them for life as a working adults (Foster, 2018). The Youth Development Committee of the Lily Endowment said: “Youth cannot be sustained and helped to grow by chance arrangements or makeshift events. Something far more intentional is required: a place, a league, a form of association, a gathering of people where value is placed on continuity, predictability, history, tradition, and chance to test out new behaviours” (Pittman, 1991). Walker & Dunham (1994) stated that the difference between youth organisation and formal education are volunteerism. The organisation’s values, teachings and priorities are based upon the young person who support the organisation. Youth organisation mission is to give the challenges, experiences, and support in order to develop to their fullest potential (Walker and Dunham, 1994).

Not all youth organisation may look the same but they share same characteristics. Youth organisation in Malaysia having member aged between 15 and 40 years old. Their goal is to develop the current youth generation as same intelligence youth which is a generation of post-modern knowledge era, having high personality, good at using knowledge for life progress and devote to growth of society as well as our country. (Jalaluddin, 2009). They organise youth development activities that able to meet the youth needs and focus attention on their potential (Hamzah, 2005).

Positive youth development is an investment in the growth of each young people. It cultivates a successful adult generation by identifying the abilities of young people and educate related abilities (Delgado, 2002). This including the process of fostering self-leadership from different perspective, such as thinking, emotion or

physical using appropriate sources or method. Delgado (2002) also encouraged the public to treat the youth as a source and develop according to their strength and ability, fostered in their own community instead of treating them as a problematic group.

Malaysia Youth Council (MBM) is a non-governmental organisation leading with 36 national bodies and state youth councils which registered under Ministry Youth and Sport. It act as the core body that coordinate all the youth organisations as well as student council on the approach taken on positive youth development (Dahalan *et al.*, 2012). The main function of establishing MBM is to implement policy and youth growth programs, coordinate and organise activity, social service; and play the representative role at different scopes and levels (Dahalan *et al.*, 2012). Abdullah et al. (2012) mentioned the underlined role of all Malaysian youth organisations in different areas such as cultivating the sense of responsibility, among youth, motivating and guiding youth to act a positive and effective role the in society and country and collaborating with the relevant bodies for youth affairs that benefit of the youth movement.

In youth organisation, every individual will be able to gain positive value such as (i) the chances to present altruism and humanism, learn acquire knowledge and improve or exercise existing skills and knowledge; (ii) the chances to increase career development experience and prepare for better jobs in the future (especially fresh graduate); (iii) the chances to enhance communication skills and build up existing relationships as well as expand networking; (iv) the chances to strengthen self-development, personal growth, and self-esteem; (v) the chances to decrease a sense of guilt at being better than others and succeed in dealing with negative feeling towards others (Aishah et al, 2018; Clary et al., 1998).



## 2.3 Communication

Communication is important for organisational as well as managerial performance and success in any attempt to achieve a goal or objective. It is the basic element to ensure the growth and continuity of an organisation (Carvalho, 2008). The father of management theory, Chester Barnard mentioned that a manager is obligation to generate and maintain a set of communication system that suitable for the team or entire organisation (Barnard, 1938). This reason of emphasizing on communication within organisation is an effective communication process could help to distribute all activities among different collaborators that comprise the organisation to achieve their planned goals.

According to “Oxford Dictionary”, communication is “the activity or process of expressing ideas and feelings or of giving people information; methods of sending information, especially phones, radio, computers, etc. or roads and railways” (Oxford Learner’s Dictionaries, 2020). Figure 1.1 shows the communication model shown in PMBOK, which consists of 6 elements: sender; receive; message; medium; coding/decoding; feedback.

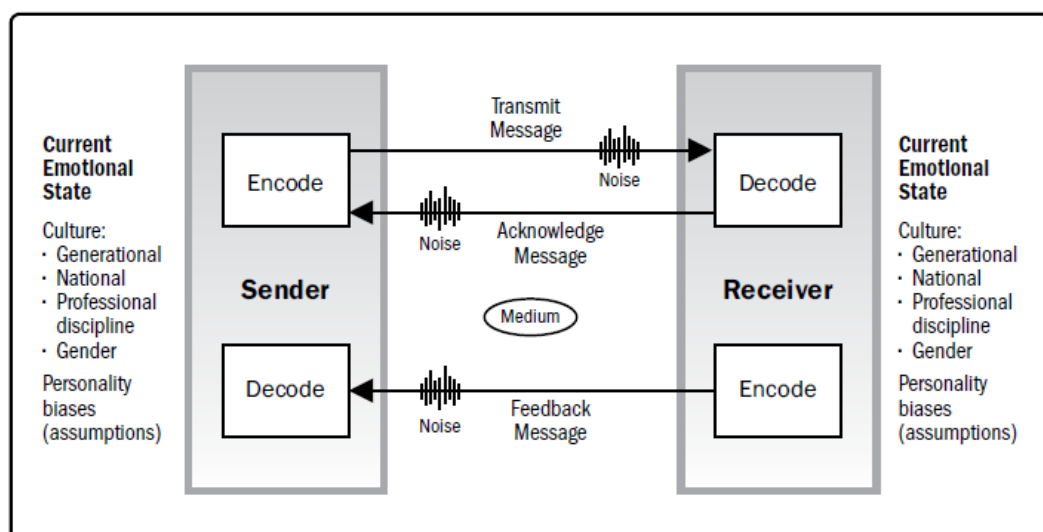


Figure 1: Communication Model  
Adopted from: (PMI,2017)

The communication model shows how the message transmitted and acknowledge will be influence by the current emotional state, knowledge, background, personality as well as culture of the sender and receiver. A sender should provide clear and complete information that allow receiver to receive and understand it. In return, the receiver is responsible to ensure that the information has been completely received and understood correctly (Project Management Institute, 2017).

## **2.4 Project Communication Management**

According to PMBOK, communication and documentation management is one of the most important key areas in managing projects and a very complex one at the same time. It influences most project activities and areas as every aspect of the project involve communication between project team or with external stakeholders. Communication management will be vary in every projects as it changes according to the characteristics of project stakeholders, project environment, project communication structure, communication properties, physical and psychological barriers (Damasiotis and Kane, 2012). Figure 1.2 illustrated the concept of project communication.

External project communication is dealing with project stakeholders and others collaborators, whereas internal project communication focus on both written and interpersonal communication in a project. Written project communication are the documentation, date, information and project management systems that being used in the project. It transform all the verbal communication into valuable written information and measurable data (Kerzner, 2006). Interpersonal project communication is the interaction between project managers, management, team members, stakeholders and other individual who may formally or informally be of significant to the project. Email

is seen as a form of interpersonal communication as it could either be a formal or informal ways of communicating. However, according to Bobby (2002), informal way of communication is basically useful at the project planning stage. As the project grows much information generated and it becoming more difficult to mainly rely on informal channels of communication, formal communication channels could effectively help the project manager to pass and receive information. Phillips (2016) proven the direct relationship between communication and project's result, which depends on the design of project communication environment. Proper realisation of communication and documentation management often forejudges the successful of the project (Muszyńska and Marx, 2019). Since project managers spend most of their time on communicating, a large amount of resources can be attributed to communication (Project Management Institute, 2017).

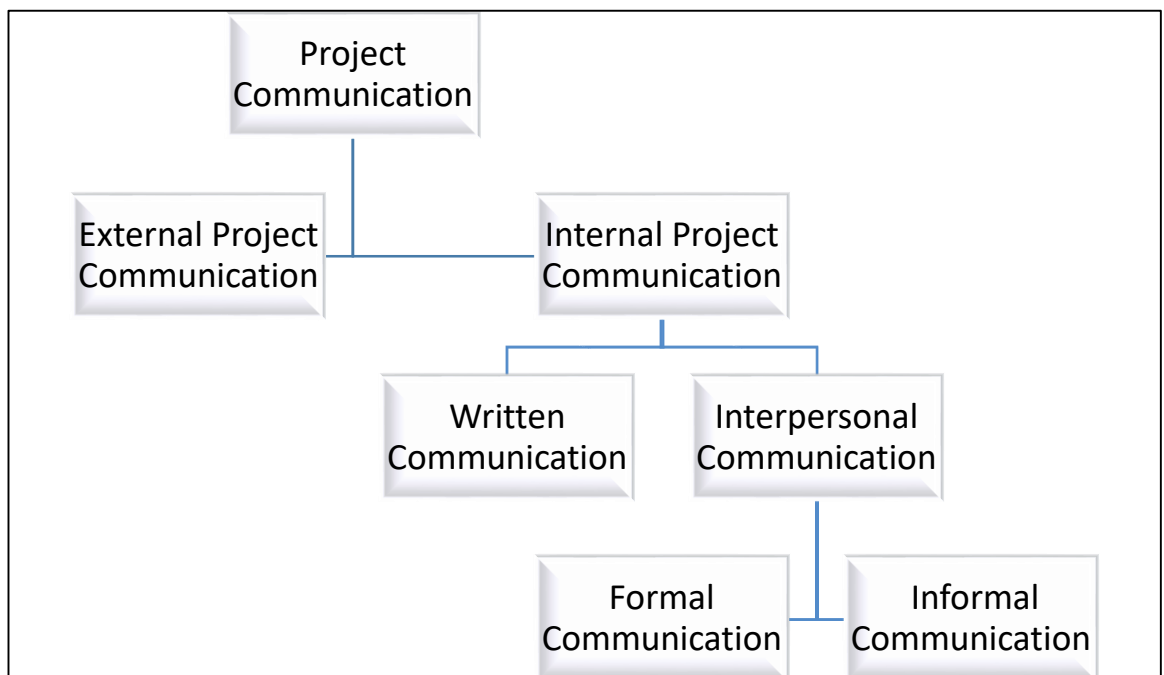


Figure 2: Project Communication Concept  
Adopted from:(Ramsing, 2009)

Communication is should be continuously done throughout the project life time, it is not an one-off activity. In order to be success in current business world, it is

important to recognise the potential offered by efficient communication (Charles, 2009). Burke & Barron (2014) said project communication and networking skills are the driving force of project management leadership. Poor communication management can easily cause the project to be failed. Toader, Brad, Adamov, & Marin (2010) have presented 4 situation which can forecast project failure: lacking of efficient internal communication links, lacking of external communication links, lacking of responsible decision and lacking of an efficient project team. In the same paper, they mentioned project could be success without a good internal and external communication link but the cost of success usually will be higher or the time taken will be longer. Sometimes the success cannot even happen after consuming more cost and time.

## **2.5 Communication Management Practices**

It is important to learn and follow communication management practices as well as tailoring them appropriately according to the scope and characteristics of each project. This could able to deliver an effective communication and documentation management to make sure a suitable and appropriate generation, collection, dissemination, storage, as well as disposition of project information (Muszyńska and Marx, 2019). Most of communication management practices identified in several research papers concerned on distributed teams. Muszynska (2015) and has grouped project communication practices into four categories – strategical (focus on communication planning and project realisation environment), informational (regarding generation, collection, dissemination, storage, and disposition of project information), emotional (emphasize the building of trust and relationships), and practical (focus on setting clear and positive communication as well as behaviour rules).

### **2.5.1 Strategical Communication Management Practices**

Those practices fall under this category focus on planning and establishing communication rules and creating a conducive project realization environment. It involves mainly setting clear procedures and responsibilities that meet the communicating needs of every team members.

One of the respondent in a study highlighted that: “It’s important that all team members understand clearly tasks and goals of the project” (Bilczynska Wojcik, 2014). Clear lines and responsibilities must be established before the developing the team to ensure the communication management within the team is effective.

A research did by (Ling et al., 2007) which focused on China construction industry project that involved foreign firms shows that a common working language among team members is significant in overcoming the problem of inter-cultural communication in international project team. The foreign firms in China also put much effort to learn Chinese values and culture in order to maintain good public image and public relations.

### **2.5.2 Informational Communication Management Practices**

There are various communication channels, tools and procedures will be chosen during the beginning of the project realization. An appropriate tools will positively influence the way of communicating, storing and sharing project information both internally and externally.

Communication time schedule is important for project team that involve team members that located in different time zone (Bilczynska Wojcik, 2014). Consistent communication schedules helps to ensure team members feel connected, and keeps them from veering off track (Douras, 2017).

A study did by (Xiao et al., 2014) that identify the difference communication practices being adopted by Chinese and Canadian project teams found out that Chinese project team seldom use email to communication, the common reasons for using email is the keeping record, follow-up potential, the importance of the matter, getting other people involved, and sending Internet links and files. They usually speak face to face or through phone calls. However, Canadian team member rarely use phone call, email is considered a common communication approach. One of the respondent said their team communication is “email-intense”, he usually send 20 working emails a day.

Niinimäki et al. (2012) found that one to one phone call has less effective in the sense of communication performance. Many of the respondents considered using the telephone very intrusive and interruptive. Phone calls required both the psychological to answer any call immediately. It often require a large share of constant attention that multitasking is impossible. However, phone calls were especially important and efficient way of communicating urgent issues that require immediate action.

Comparing to email, instant messaging require less formality that possible to neglect some of the text-based communication etiquette,

such as spelling or grammar. Respondents in (Niinimäki et al., 2012) research reported instant messaging is an efficient tool for communication as instant message are short and interdependent and preferably for urgent communication, because its ability to deliver and receive messages quickly.

Project managers are recommended to use a project information centre such as an internal knowledge centre or Virtual Teams Wiki page which helps them to manage the high volume of project information that required by all team members (Bilczynska Wojcik, 2014). A knowledge sharing centre allow the team to has easy access to project information, stores project updates, deadlines, team members' data and others. Team member can easily know the current status of the project and what they should do (Bilczynska Wojcik, 2014). In a research done by Muszyńska & Marx (2019), finding document was a problem in several investigate projects, but none of the investigated project indicate the project knowledge centre was an effective place to store or share document as the function and uses of the project knowledge centre was not introduced to the team members.

### **2.5.3 Emotional Communication Management Practices**

These practices are concentrate on human relations which use to build trust and relationship needs of the project teams. A kick-off meeting allow project team to discuss on their preferred practices and establishing ground rules together within their team (Muszyńska and Marx, 2019).

A respondent in (Bilczynska Wojcik, 2014) said that “‘having reoccurring meetings set at the same time each day, means the team will meet and continue to share information” It is essential to get the team together, face to face communication is still the most effective way to build trust and relationship. If the team could not get physically together, the project manager shall schedule often video conference. Video conferencing is commonly used in virtual teams as it save the travelling cost and time. Comparing with audio conferencing, video conferencing makes meeting more structured. Participant tend to be more focused on the meeting as they able to see the facial expression of others, which helps in evaluating whether communication is successful, whether the message has been understood or whether further explanations and discussions are needed (Niinimäki et al., 2012).

Asking for opinion and feedback is one of the way to build trust and ongoing respect between team members and manager. Team members will have stronger sense of togetherness as their opinion and feedback is being value by the management (Douras, 2017).

“Water cooler talk” is a term that used to describe casual discussion between team members. It can be discussion related to work topic or non-work related topics. All Project managers in recommended using the water cooler to give team member an opportunity to discuss casual topics (Bilczynska Wojcik, 2014). A quick coffee run or a brief hallway conversation contributes to form a friendly and productive environment which nurtures the sharing of important casual information, encouraging idea exchange and breaking down silos. Modi et al. (2012)



concluded reduce informal contact can lead to lack of critical task awareness.

#### **2.5.4 Practical Communication Management Practices**

These practices are used to support clear and positive communication and behaviour rules and simplifying cooperation of distant teams in big projects. It is necessary to have a set of communication rules that define all the acceptable behaviour in a team environment for all members and stakeholders to avoid misunderstanding and conflict (Adera, 2012). No one like the feeling of being ignored, project manager come up with a basic rules of principles, such as “please reply me in the next 24 hours” to ensure the information requested will be able to get back in particular of time (Bilczynska Wojcik, 2014).

The project manager communication style sets the tone for how team members communicate with each other and him (Douras, 2017). It is either encourage them to talk or shut that down which destroys the team morale. Douras(2017)has listed several communication technique that help to generate team trust and motivation: (i) Stick to team member’s appointment unless it’s an emergency; (ii) Ask team members to do something, rather than tell because they will feel committed and more motivated to accomplish the task; (iii) Be more sensitive on emails writing as email will always come across 10 times more negative than intended.

Table 3 summarized various communication management practice mentioned by other researchers in commercial industries.

Table 3: Communication Management Practices in Different Categories

| Ref.                 | Practice   | Authors                 |                   |                   |                        |                             |                   |              |             | Total References |
|----------------------|--|-------------------------|-------------------|-------------------|------------------------|-----------------------------|-------------------|--------------|-------------|------------------|
|                      |  | Bilczynska-Wojcik, 2014 | Ling et al., 2007 | Xiao et al., 2014 | Niinimäki et al., 2012 | Muszyńska. K & Marx.X, 2019 | Modi et al., 2012 | Douras, 2010 | Adera, 2012 |                  |
| <b>Strategical</b>   |  |                         |                   |                   |                        |                             |                   |              |             |                  |
| S1                   | clear lines and responsibilities up front                      | √                       | √                 |                   |                        | √                           |                   |              |             | 3                |
| S2                   | adopting common working language among team members            |                         | √                 | √                 | √                      |                             |                   |              |             | 3                |
| S3                   | good public relations on behalf of the external team           |                         | √                 |                   |                        |                             |                   |              |             | 1                |
| <b>Informational</b> |  |                         |                   |                   |                        |                             |                   |              |             |                  |
| I1                   | “shared virtual space”/ “project knowledge centre”             | √                       | √                 | √                 | √                      | √                           | √                 |              | √           | 7                |
| I2                   | communication time schedule                                    | √                       | √                 |                   |                        | √                           |                   | √            | √           | 5                |
| I3                   | instant messenger, e-mail                                      | √                       |                   | √                 | √                      | √                           |                   |              |             | 4                |
| I4                   | traditional phone calls  |                         |                   | √                 | √                      |                             |                   |              |             | 2                |
| <b>Emotional</b>     |  |                         |                   |                   |                        |                             |                   |              |             |                  |
| E1                   | kick-off meeting, review meetings, regular meetings            | √                       |                   | √                 | √                      | √                           |                   |              | √           | 5                |
| E2                   | face-to-face communication/ videoconferencing                  | √                       |                   | √                 | √                      | √                           |                   |              |             | 4                |
| E3                   | asking team members for advice, opinions, feedback             | √                       |                   |                   | √                      | √                           |                   | √            |             | 4                |
| E4                   | encouraging team members to share feelings and chat informally | √                       |                   | √                 |                        |                             | √                 |              |             | 3                |
| <b>Practical</b>     |  |                         |                   |                   |                        |                             |                   |              |             |                  |
| P1                   | using basic communication rules                                | √                       |                   |                   |                        | √                           |                   | √            | √           | 4                |
| P2                   | desirable behaviour and personal attitude                      |                         | √                 |                   |                        |                             |                   | √            |             | 2                |

## **2.6 Communication Issue in Youth Organisation**

Although the leaders in youth organisation may subscribe to desirable communication imperatives, there is no leader who can be described as infallible. And no leader is free of error when communication is concerned. For example, failure to understand and accept the feedback from members. Mistakes in communication can even have more serious consequences. They can affect the leader's reputation, member engagement in the organisation and project failure. Below are the few communication issue that commonly happen in youth organisation:

### **i) Less Time Overlapping**

As a volunteer member in youth organisation, they could only invest their leisure time while organising event or managing other projects for youth development. Every one of them has different leisure time, therefore there is less time overlapping between members. Less overlapping hours increases the possibility of using asynchrony communication, as synchrony communication requires immediate reply for the receiver. This leads to excessive work in limited amount of time and also increases the communication overhead (Ammad et.al, 2019).

### **ii) Insufficient Knowledge Transfer**

An important piece of youth organisation is the project team dismissed after the project completed. The knowledge generated or collected in the previous project does not recorded and pass to the new project team. Without the previous project record, the new project team requires to allocate some time to come out with a new solution whenever issue arise. Similar issue happened in several projects continuously will affect the reputation of the organisation (Foster, 2018).

### iii) Generation Gap

Involving project team members from different generation, communication is the main issue among the team members. A research proved that communication is getting more difficult when a team consist more than two generations of team members (Abdul Malek and Jaguli, 2018). Therefore, youth organisation that consist 3 different generations (Generation X, Millennial, Generation Z) of members often faced generation gap issue, especially when dealing with online and social media. Nowadays, most of the communication activities involve online promotion as well as the use of various social media. However, some of the member in Generation X struggle to adapt to this new environment. For instance, they still prefer face to face conversation compare to computer-mediated communication (CMC). The difference in communication media has the potential for conflict and misunderstanding between the generations causing a generational communication gap (Venter, 2017) .

In order to overcome the communication issue in the youth organisation, a flexible and fluid communication plan is significant to keep members engaged (Wheatley, 2011).

## **2.7 Importance of Communication Practice in Youth Organisation**

Project team members in youth organisation comprise of people from different profession, different geographical location who has different free time to manage the project. They are virtually working with each other toward a common goal. Therefore, effective communication management within youth organisation is importance and fundamental, it can connects every member of a project team, so that they can work together to achieve the project's objectives (Muszynska, 2015). Communication is the key to keep team members, managers, and stakeholders informed and on track to

pursue the project objectives, as well as to identify issues, risks, misunderstandings, and all other challenges to project completion. In both traditional and virtual team, effective communication is a key element of team effectiveness, (Pitts, Wright and Harkabus, 2012). However, Carvalho (2008) declared that the process of communication is simple in understanding but complex and complicated when it comes to practice.

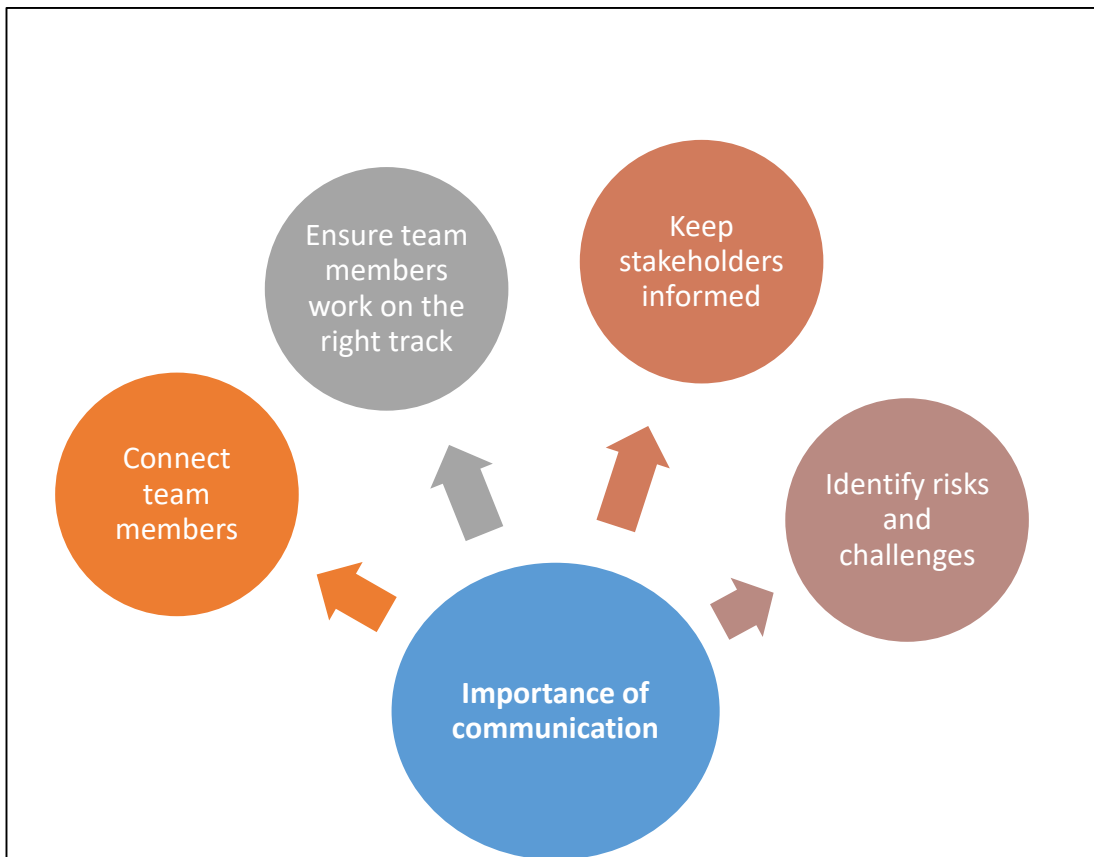


Figure 3: Importance of Communication in Youth Organisation

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Overviews**

The literature review in Chapter 2 on the communication issues happened in youth organisation and the common project communication practices that can be used to solve these communication issues. The 4 categories communication practices provided the fundamental principles of the research methodology for this study.

This chapter aims to explain the data collection methods of this research, and other related issues that were encounter throughout the data collection process. There are 7 sections in this Chapter, section 3.2 explains about case studies, section 3.3 explains the research design section 3.4 explains overview of case study projects, section 3.5 explains interview with project committees, section 3.6 limitations of the research methods, section 3.7 discuss the issue of ethical considerations in the process of data collection. Finally, section 3.8 is the data analysis method of interviews.

#### **3.2 Case Studies**

Case studies the way that provide deeper and more detailed investigation of the type and this usually require to answer how and why questions. Yin (2003) defines a case study is an empirical inquiry that involve:

- Investigates a contemporary phenomenon in real life, especially when
- The borders between phenomenon and context are not clearly evident.

When the corresponding behaviour cannot be manipulated, case studies approach is also a good for contemporary events. Generally, case study research uses a variety of evidence from different sources, such as documents, artefacts, interviews and observation, which are beyond the scope of evidence that historical research may provide.

### **3.3 Research Design**

A research design is a blueprint or plan for the collection, measurement, and analysis of data, created to answer the research questions (Sekaran and Bougie, 2016). The objective of doing research design is to show the direction for the whole research to be carried out and ensure that the evidence collected is unambiguously for the researcher to answer the research questions. (Vaus, 2001).

During the research, it allows the researchers to collect many types of data by using two methods such as qualitative research or quantitative research for analysis and interpretation. A qualitative research means generates non-numerical data such as conducting an interview while quantitative research means generates quantifiable and numerical data such as collected data through a questionnaire. This research is qualitative in nature where the interviews interpretation is the key focal point of the research.

The questions of “What?” and “How?” is frequently used in this research. These kinds of questions symbolize the nature of qualitative research which targeted to discover what is going on in the study. This present study seeks “to understand the respondents’ experiences and its nature is that of an open-ended inquiry rather than one that seeks measurable and observable data where the research questions are

specific and narrow” (Creswell, 2005). Thus, the research method of this study is proposed as a qualitative investigation. This research focus on the effectiveness and impact of communication practices in youth organisations’ project. Bogdan and Biklen (1998) describe that “Researchers who use this approach are interested in the ways different people make sense out of their lives or their perspectives”.

### **3.4 Overview of Case Study Projects**

In this study, we able to identify the effectiveness and impact of each communication management practices in every type of project. There are total four projects involved in this study. Among this four projects, there are 3 type of projects: international project, national project, and project within their state. The project that chosen for this study should fulfilled the criteria below:

- i. The project must involve more than 200 participant and 20 committee members which held by member from youth organisation.**

Number of communication channels indicate the complexity of the project (Project Management Institute, 2017). Selecting a project which has high number of communication channels can increase the accuracy of this study.

- ii. The organising chairman and secretary must be able to participate in the interview session.**

Applying the right practice is a significant step in every project. Both of them are responsible to set the communication and documentation practices for all internal and external stakeholders. Therefore, they can deeply express the effectiveness and impact of the practices applied in the project.

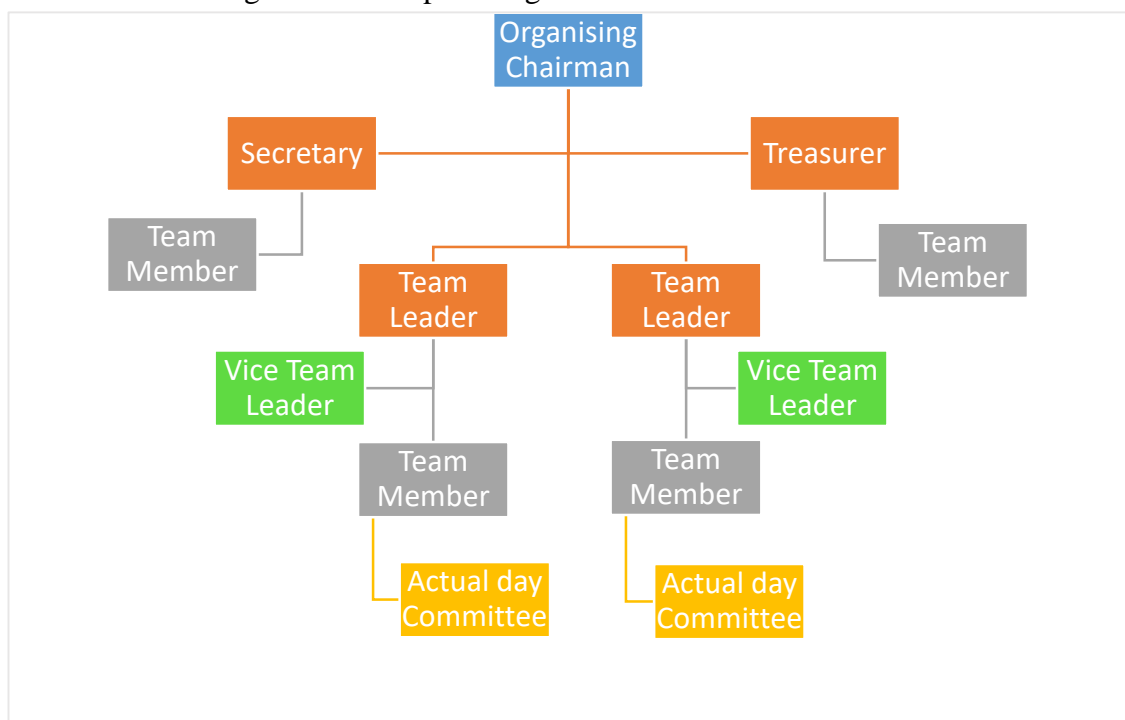


### 3.4.1 Run for Love 7.0 (“RFL 7.0”)

Run for Love 7.0 is a marathon competition organised by Young Malaysian Movement (YMM) Johor State. This event was organised on 1<sup>st</sup> of May 2019. It has been organised for 7 years starting from 2012. From less than 100 participants until now they have successfully enrol around 3000 participants. The committee member also increased from 30 members to 200 members.

Their planning phase committees age from 25 to 33, whereas actual day committees age from 16 to 38. All of the planning phase committees are staying in Johor therefore the team does not faced any virtual team issue. Figure 4 shows the concept of organisation chart for RFL 7.0. To avoid too many communication channel, organising chairman will only deal with the team leader or vice team leader (in the absent of team leader). Besides reporting to the chairman, every team leader shall also report to secretary and treasurer on their meeting documents, incoming and outgoing letter as well as project budget for each team.

Figure 4: Concept of Organisation Chart for RFL 7.0



Apart from the committees of this projects, the internal stakeholder of this program also include the management of YMM Johor state. The organising chairman shall frequently report the project status to the management and convey their feedback to the team. The external stakeholders include participants, the resident who staying nearby to the running route, stage installation technical team, stage programme presenter, St. John rescue team, sponsors as well as government department such as traffic police, local authorities and etc. Every respective team leader will take the responsibility to deal with the external stakeholder, whereas the organising chairman will deal with the government department.

#### **3.4.2 World High School Chinese Debate Championship Open (“DEBATE”)**

Debate is an international high school Chinese debate competition organised by Pertubuhan Gerakan Belia Bersatu Malaysia (GBBM) Headquarters. This event was organised on 12<sup>th</sup> December 2019 to 18<sup>th</sup> December 2019. It was the second times organised by GBBM. The 1<sup>st</sup> time was 2 years ago. They have 60 group of participant coming from different countries, every group has 6 participants.

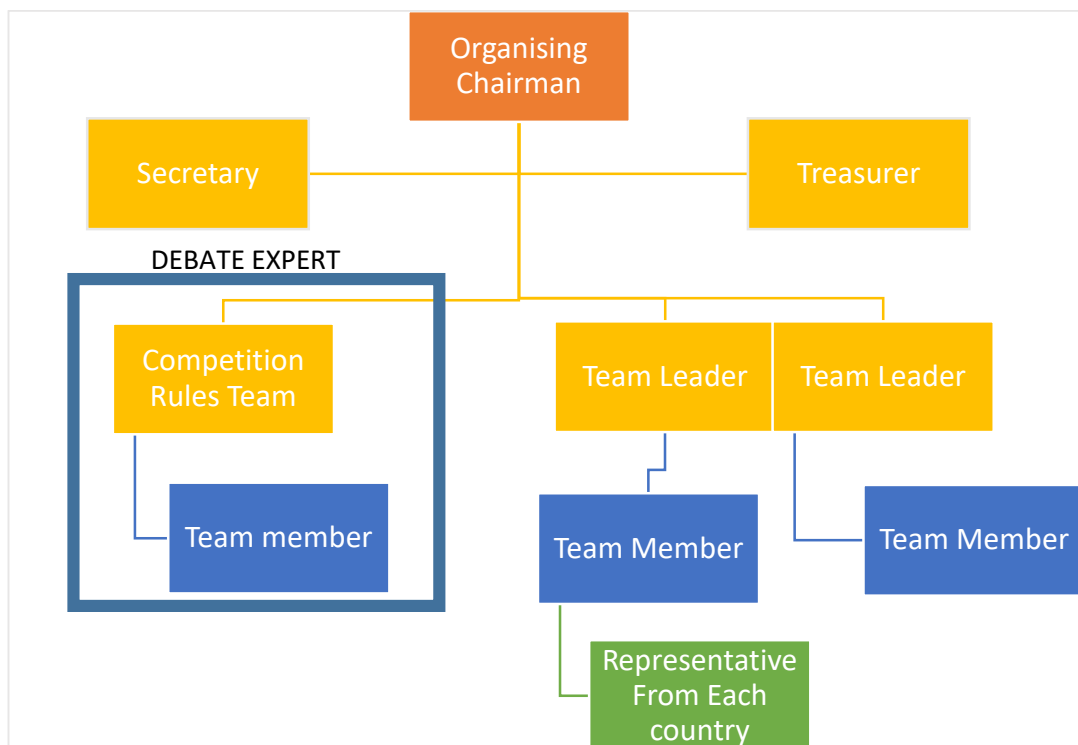
This project involve 2 team of committee member, the internal committee member involve in the whole project cycle, whereas the external committee members who are a team of debate experts only take charge on the competition rules. The internal committee member involved in DEBATE age from 18 to 28. Since is an international competition the internal committee members will need to deal with the participant from different countries to ensure every one of them are clear with the competition rules and regulation.

Figure 5 shows the concept of organisation chart for DEBATE. The debate expert team do not have any interaction with other main committee member. They will

only report to the organising chairman, secretary and treasurer. The message will then pass to the respective team (registration team) who dealing with the international participant.

As this project was organised by the headquarters of GBBM, therefore their internal stakeholder are the committee members and the president of GBBM. The external stakeholders are the external committee member, the participants from different country, the sponsor, the government and etc.

Figure 5: Concept of Organisation Chart for DEBATE



### 3.4.3 Graduan Paper Plane Award (“AWARD”)

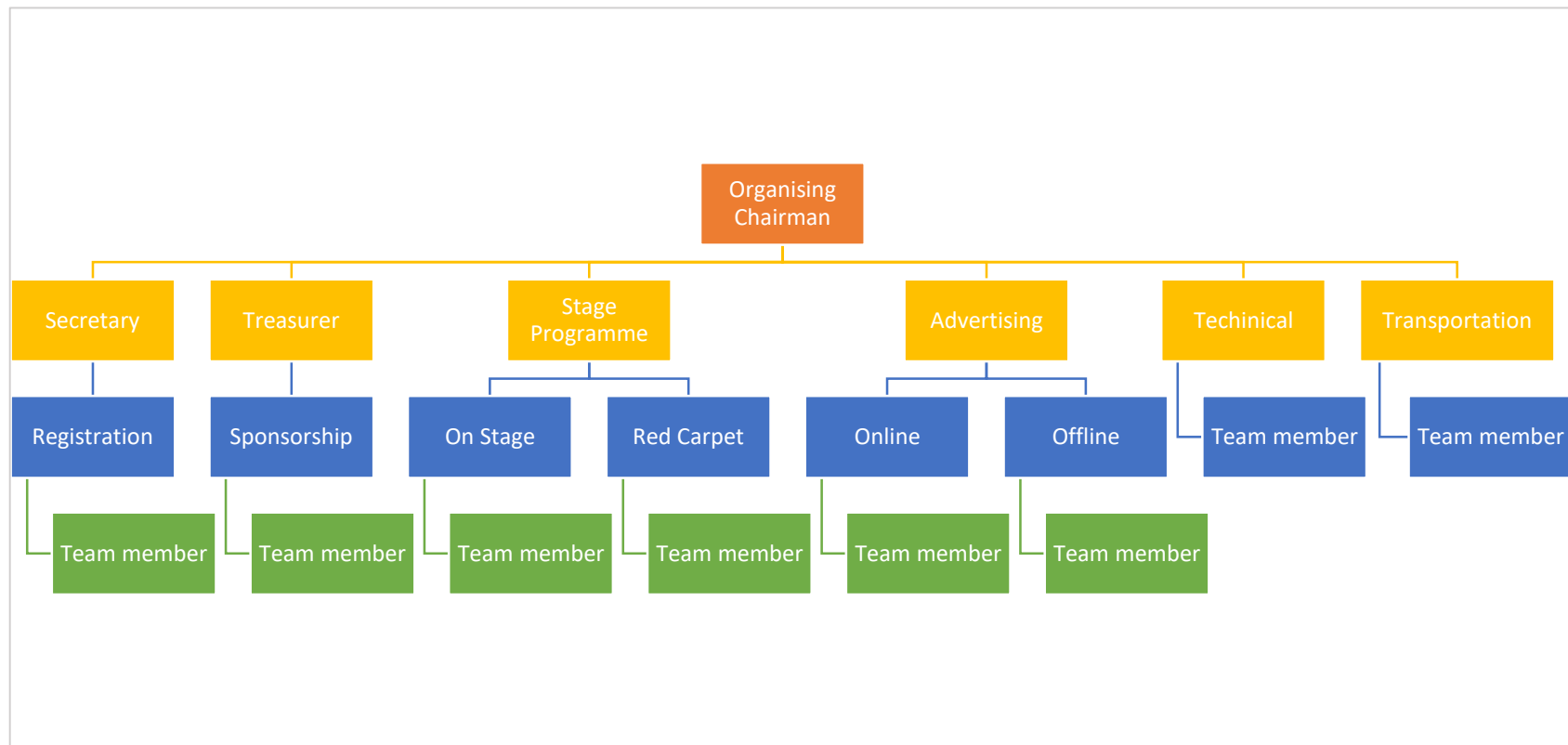
Graduan Paper Plane Award, is an award presented by Graduan Malaysia to appraise outstanding societies and events carried out by undergraduates across the nation. Graduan Malaysia is a youth-based organisation who aim to gather all the university

graduate and provide them a medium to learn, adapt and get comfortable outside their comfort zone. AWARD aim to recognise the excellent performances of university organisations and events in various fields, meanwhile providing encouragement and acknowledgement to them.

The 2<sup>nd</sup> GRADUAN Paper Plane Award was held on 18<sup>th</sup> of May 2019 with 61 university organisations and 98 events taking part in the nomination, while a total of 20 organisations and 30 events were shortlisted. There are 25 committee members involved in this project, they aged from 23 to 28. It is a virtual project team as all of the committee members are located in different state. Figure 6 shows the concept of organisation chart for AWARD.

In order to ensure the fairness of the award, all the judges are independent and do not have any relationship with the participant and organiser. They will lead by a general judge who only deal with the organiser. The organising chairman is the president of Graduan Malaysia, therefore the internal stakeholder only committee members. Participant, judges, collaborating university organisation, sponsors, VIP, and others indirect stakeholder are the external stakeholder of this project.

Figure 6: Concept of organisation chart for AWARD

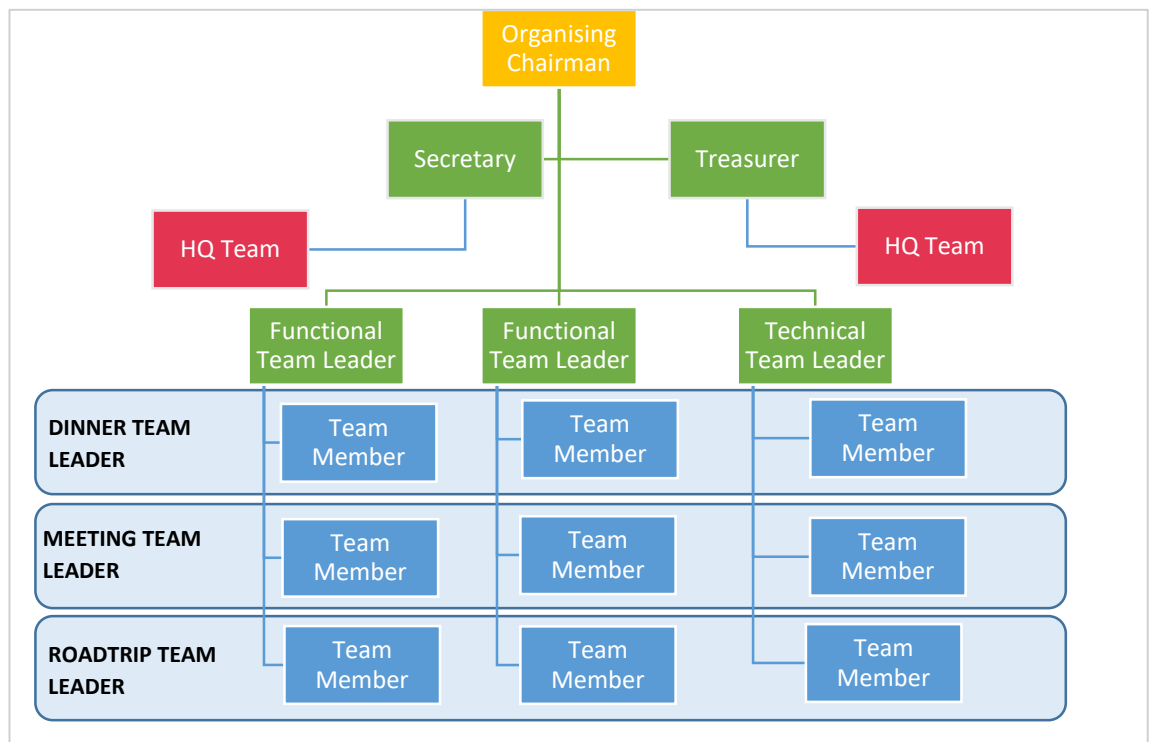


### 3.4.2 The National 59<sup>th</sup> Annual Dinner and Meeting (“AGM”)

Every year Young Malaysian Movement National Headquarters will organise an annual dinner a day before their annual general meeting. It use to organise in Klang valley area as it is more convenient for all the member from different state. However, on the 59<sup>th</sup> annual dinner, they decided to move the venue from Klang valley to Sandakan, Sabah. It was the first time, the Sabah state management held the national annual dinner and meeting. This event was held from 22<sup>nd</sup> of July 2019 to 24<sup>th</sup> July 2019. There will be more than 200 delegates from different state attending the dinner and meeting.

This project committee consist of the management of Sabah state and the management of Headquarter who age from 25 to 40. It is a virtual project team as the committee members from Headquarter are located in Kuala Lumpur. Figure 7 shows the concept of organisation chart for AGM.

Figure 7: Concept of Organisation Chart for AGM



As there is insufficient of experience committee member, therefore the organising chairman decided to use the matrix structure. The advantage of a matrix structure is that it brings together highly skilled team members from different departments, allowing the organisation to capitalize on the resources it already has rather than seeking expertise and recruiting project team members from outside of the organisation.

The internal stakeholder of this project consist the project team member and also the headquarter management as this is an annual dinner that involve member from different state, headquarter management act as the communication bridge between the participant (delegates) and the project team member. The external stakeholder will involve the participant, special guest, VIP, collaboration parties and etc.

### **3.5 Interview with project committees**

The aim of the interview is to evaluate of the effectiveness of every communication practices and investigate the impact of every communication practices towards the project success. Conclusions relating to impact and effectiveness cannot be made without data and information obtained straight from the project committees. For that reason, in order to draw out information compulsory for a comprehensive and constructive analysis, this particular information was important. An interview session was selected as the instrument to obtain information. In every project there will be 5 committee members participate in the interview section. Organising chairman and secretary in every project are the default interviewee as they overseen the whole project.

### **3.5.1 Procedure for Interviews**

Interviews among project committees were carried out from 2<sup>nd</sup> November 2020 to 8<sup>th</sup> November 2020. The data collection procedures essential that initial get in touch with be made by Whatsapp and telephone call. The appointments were established subject to the availability of respondents. The meeting was held through online meeting medium.

The interviews session were conducted in Mandarin and thereafter translated into English. There are mixture of individual and group interview. Each individual interview took at least half an hours and about one hours for group interview. The interviews were recorded in the meeting medium.

### **3.5.2 Interviewing Method**

Each of the interview session was carried out in video conference. It is a non-standardized interview or unstructured interview by following the interview guide. Those interview questions were open-ended type, together with some indirect questions to acquire information about communication practices being used in their project and the feedback.

The unstructured interview or non-standardized interview was the technique used to obtain information from project committees. An unstructured interview is “a method of collecting interview data with minimum control of conversation between interviewers and respondents” (Minichiello, 1995). Unlike from the structured interview, “where questions are fixed and are probed in fixed sequences, unstructured interviews are more flexible and open to greater interaction between interviewers and



respondents” (Kerlinger and Lee, 2000). Nonetheless, particular questions might be used during the interview according to the issue discussed.

Before it enter into the question that related to this study, the interviewer will question on the background of each project and each committee member in order to know more about the respondent’s knowledge and attitude that were useful in the planning process were intended for in a way that gave an opportunity to respondents to talk frankly and sharing their experience. Directing questions in this way could “encourage subjects to talk about their perceptions of what was happening, what their beliefs about the event were, and how they felt about the situation under review” (Hittleman and Simon, 2006). The respondents define the content of the interview and the course of the study (Bogdan and Biklen, 1998).

### **3.5.3 Interview Questions (Open-Ended)**

They are not yes-no questions for an open-ended questions. The open-ended questions require no boundaries on the content and manner of respondents answers which matched the specific question very well since “the open-ended questions fitted the purpose of encouraging respondents to express their thoughts freely and to interact openly with the interviewer without controls, despite the researcher to make better estimates of respondents’ beliefs, attitudes and perspectives” (Creswell, 2005).As example, the question from interview guide as follow, *Based on your experience on this project, which communication management practices has higher effectiveness, why?* In the unstructured interview method, “the open-ended question puts a minimal restraint on the answers and their expression” (Kerlinger and Lee, 2000; Creswell, 2005).

It is “an extremely important development in the technique of interviewing using an unstructured interview approach” (Minichiello, 1995; Kerlinger and Lee, 2000). It can be of “inestimable value in understanding contexts and creating links that are such key aspects of qualitative research” (Gorman and Clayton, 2005). That’s way respondents will occasionally provide unpredicted answers that may be a sign of the existence of relations not originally expected. Below is the interview guide for this study:

### **Interview Guide on**

#### **“Communication Management Practices in Youth Organisation in Malaysia”**

##### Background of the Project

- a) What age is the aged range of committee member in your group?
- b) Is your committee member staying within the state, interstate or different country?
- c) Who is your internal stakeholder and external stakeholder?

##### Objective of the interview

1. Based on your experience in the project, which strategical communication management practices has effectively impact your project? How does it impact your project? How do you apply it?
2. Based on your experience in the project, which informational communication management practices has effectively impact your project? How does it impact your project? How do you apply it?

3. Based on your experience in the project, which emotional communication management practices has effectively impact your project? How does it impact your project? How do you apply it?
4. Based on your experience in the project, which practical communication management practices has effectively impact your project? How does it impact your project? How do you apply it?
5. Among the communication management practices you have been use in your group, which is the most effective practices and which is the less effective practices that you might not using it again. Why?

### **3.6 Limitation of the research methods**

The limitation of the methodology mainly cause by the outbreak of Covid-19 pandemic. In order to avoid the further spreading of the pandemic, projects that planned to be organised in year 2020 have been cancelled or postponed. Therefore, the study force to select the project organised on year 2019. The limitation of choosing project held on 2019, is the respondent might not remember the issue happen in their project.

The second limitation cause by the pandemic is interview method as the restriction of crossing state make the meet up interview harder. Although online meeting medium would solve the meet up issue but the meeting in-person provide a greater networking opportunities as in-person interactions allow conversation to flow naturally. The body language, gestures and words able to help the respondent to convey their message easily and reduce the misunderstandings.

As it is an unstructured interview the interviewer had to bear in mind the objective of the interview and make sure the questions do not asked in the way that

will cause respondent feel uneasy. The interview is more like a discussion and story-telling were in use to encourage interviewees to be keener about answering. Therefore, in this study, “the appearance of data from interviews, as well as the analysis, represented an interpretation and presentation of the informants and the researcher so that sometimes biases as well as value-laden statements could not be avoided so tried to make the analysis as generalized as possible”(Creswell, 2005)

### **3.7 Issue of ethical considerations during the process of data collection**

This section described ethical considerations in four sub section. Sub section 3.7.1 described regarding informed permission and sub sections 3.7.2 explain about interview session. Following by sub section 3.7.3 regarding risk concern and privacy concern in sub section 3.7.4.

#### **3.7.1 Informed Permission**

Respondents in the interview session were fully informed on the rationale and carry out of the study. It is for sure that the respondent was volunteer and they could depart from the project at any stage without fine. The data collection and analysis process were explained clearly to respondent to ensure that his/her know understand is going on. The research have a duty to intentionally consider the ethical issues which engage subjects of the anonymous of persons, maintaining confidentiality, protecting, all of which the respondents were informed of.

### **3.7.2 Interview Session**

Respondents choose the meeting venue at their convenience. Before the session of interview, make a call or message to the respondents a day before in order to show courtesy to respondent in this study. Respondents were informed about the research project. Respondents were provided the chance to question about this research project. The researcher shall replied their enquiries sincerely together with good manner in polite language. The respondents were asked to be comfort throughout the interview session.

### **3.7.3 Risk Concern**

Although this study is an exploratory research, the impact of interviewing sessions will not seriously affect the respondents work. The interview method used in this study is designed to help interviewees define and tell stories about their experiences in the projects involved. Therefore, this research could not be understood as “altering the knowledge, thinking, attitudes, feelings and behaviour of the respondents” (Creswell, 2005). Moreover, the information acquired in interviews sessions did not involve sensitive issues that may distract the respondents. Generally, based on the method adopted in this research, no threats should be involved. Therefore, the possible benefits of this research clearly higher than the risks.

### **3.7.4 Privacy**

All personal data of the respondents are considered as confidential. It will be kept confidential throughout this research and will be destroyed after the project is completed. Personal data such as name would not be used without getting permission

from the relevant person. Furthermore, to safeguard the confidentiality of those participated in interviews session, respondent's identity were replaced with fictitious name such as "respondent A", "respondent B" and so on.

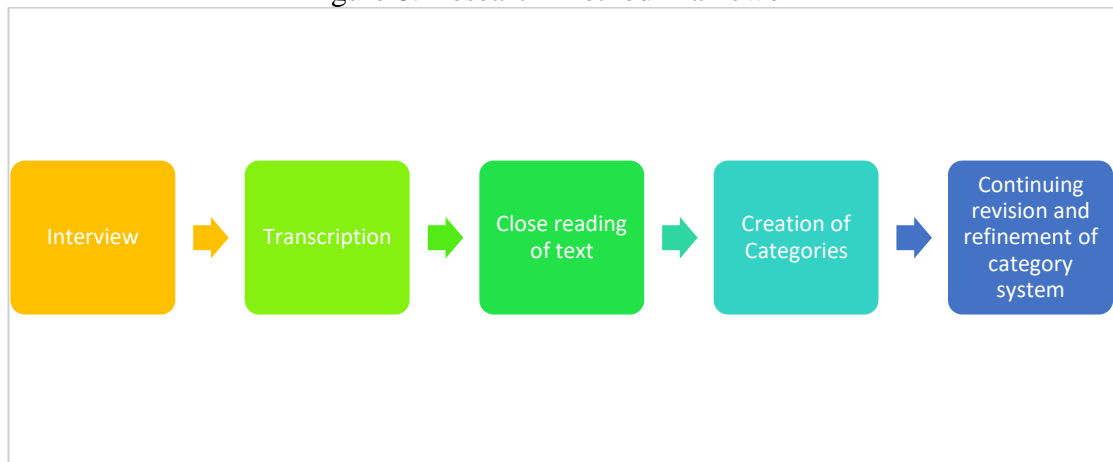
### **3.8 The Data Analysis**

There are two types of data analysis approach that commonly used in qualitative research: Inductive approach and Deductive approach (Thomas, 2006). Inductive approach basically use detailed readings of raw data to derive concepts, themes, or a model through interpretations made from the raw data by the researcher. Corbin & Strauss (1998) described inductive approach is for a researcher to start with the area of study and allows the theory to emerge from the data. Moreover, deductive approach refers to data analyses that aim to check whether data are consistent with previous assumptions, theories, or hypotheses determined or constructed by the researcher. In this study, inductive approach will be used to analysis the effectiveness and impact of the communication practices toward the youth organisations' project.

The raw data collected from all the respondent will unlikely be the same, therefore, transcription is the critical step after interview sessions. Once text has been prepared, read the text in detail. Familiar with the content and gains an understanding of the themes and events covered in the text. Identify, create and sort the data into several categories. In each category, look for subtopics, including conflicting view and new insights. Choose appropriate quotations to deliver the main theme or essence of a category. When the meanings are similar, the categories can be merged or linked with the superordinate category.

An overview of the research method framework is shown in Figure 8. The expected result of this process is to establish a small number of summary categories (e.g., about three to eight categories) that capture the key aspects of the themes identified in the raw data and are assessed to be the most important themes given the evaluation objectives.

Figure 8: Research Method Framework



## CHAPTER 4

### RESULT

#### 4.1 Overview

The research methodology in Chapter 3 explained the research methodology regarding the research design, research approach, limitations of the research methods, and the issue of ethical considerations throughout the process of collecting data as well as data analysis method of interview result.

This chapter to show the summary of respondents and projects from the interview been conducted at section 4.2. The findings for each question from interview guide were collected and put in table listed in section 4.3 until section 4.5. Follow by others finding from interview at section 4.6.

#### 4.2 Summary of Respondents

There are 20 peoples were invited to take part in the study. The Table 4 summarises the data of the respondents. Each of the respondents is label with and alphabet to keep the identity of the respondents in anonymous.

Table 4 Summary of Respondent

| Number | Respondent | Age | Participated Event | Roles                 |
|--------|------------|-----|--------------------|-----------------------|
| 1      | A          | 33  | RFL 7.0            | Organising Chairman   |
| 2      | B          | 24  | RFL 7.0            | Secretary             |
| 3      | C          | 28  | RFL 7.0            | Run Route Team Leader |



| Number | Respondent | Age | Participated Event | Roles                       |
|--------|------------|-----|--------------------|-----------------------------|
| 4      | D          | 26  | RFL 7.0            | Registration Team Leader    |
| 5      | E          | 28  | RFL 7.0            | Sponsorship Team Member     |
| 6      | F          | 27  | DEBATE             | Organising Chairman         |
| 7      | G          | 27  | DEBATE             | Secretary                   |
| 8      | H          | 21  | DEBATE             | Registration Team Leader    |
| 9      | I          | 20  | DEBATE             | Transport Team Leader       |
| 10     | J          | 18  | DEBATE             | Registration Team Member    |
| 11     | K          | 35  | AWARD              | Organising Chairman         |
| 12     | L          | 28  | AWARD              | Secretary                   |
| 13     | M          | 27  | AWARD              | Registration Team Leader    |
| 14     | N          | 23  | AWARD              | Advertising Team Member     |
| 15     | O          | 26  | AWARD              | Stage Programme Team Leader |
| 16     | P          | 40  | DINNER             | Organising Chairman         |
| 17     | Q          | 34  | DINNER             | Secretary                   |
| 18     | R          | 22  | DINNER             | Functional Team Leader      |
| 19     | S          | 30  | DINNER             | Road Trip Team Leader       |
| 20     | T          | 18  | DINNER             | Technical Team Member       |

### 4.3 Question 1

Table 5 are the responds to question 1 asked on “Based on your experience in the project, which strategical communication management practices has effectively impact your project? How does it impact your project? How do you apply it?”

Table 5: Respond to Question 1

| Respondent | Feedback   |
|------------|--|
| A          | <p><i>“When I was assigned to be the organising chairman for RFL 7.0, I started to list out all the roles and responsibilities of my committee team member. Although some of them have been participate more than 3 times, every time they are being assigned to a different job scope. In order to avoid any misunderstanding, clear instruction and rules are significant”</i></p>   |
| B          | <p><i>“ I am just like an information interchange medium in this project, therefore every instruction and information received or sent to/from every team leader must be clear and confirm, to avoid misunderstanding between team”</i></p>  |
| C          | <p><i>“While dealing with the internal committee member, I prefer clear instruction and information, whereas dealing with external parties such as traffic police, St. John it requires not only clear instruction and information, and also a good relation with them, the way we interact with them will affect the image of the project.”</i></p>   |
| D          | <p><i>“Instead of setting an online registration platform, which is quite costly, we decide to cooperate with some shop in a different location to be the registration counter, we will clearly explain the rules and regulation of the registration process and the event to the shop owner to avoid the wrong message passed to the participant. For instance, participant are not allowed to change the size of the running shirt after filling in the form. As changing of the running shirt will cause us lost count of our running shirt stock.”</i></p> |

| Respondent | Feedback  |
|------------|---|
| E          | <p><i>“Good public relation is essential when dealing with external parties. We were given a clear sponsorship category listing in the kick-off meeting. Comparing with another project, it is much easier to get sponsorship for RFL 7.0. I think is because of the good image and public relation with the sponsor. There are companies who have been sponsoring our event for more than 3 years. This is the effort of the previous committee who maintain a good connection with those sponsors.”</i></p> |
| F          | <p><i>“I receive the instruction from my president 5 months before the event date, he provided me a list of participants who participate in the previous year competition and the contact of the competition rule person in charge. The only instruction from my president is to organise a debate competition that involved more participant from a different country, although is a simple instruction yet clear instruction that guides me through the whole event.”</i></p>                               |
| G          | <p><i>“As this project is slightly different from another project, it involved a professional team who in charge of the competition rules, as it involves a lot of the technical part, especially the rules and regulation part, therefore, it require clear instruction and information from their team, to avoid misleading information was passed to the participant.”</i></p>   |
| H          | <p><i>“Dealing with all the participant representative from a different country, everyone has different native language, in order to avoid</i></p>  |

| Respondent | Feedback   |
|------------|--|
|            | <i>misunderstanding, we adopt Chinese language as our common working language, since this is a Chinese language competition.”</i>  |
| I          | <i>“As every team of participant consist of 6 people and 1 leader, I have to arrange 11 buses to send the participant from airport to hotel and to competition venue. Every of the team has different departure and landing time, therefore, we shall clearly instruct bus driver on their schedule, as any delay will bring negative impact to our event.”</i>    |
| J          | <i>“Not only handle the registration of each participating team, but also their “baby sitter” throughout the event day. I take good care of my participant and learn their culture as well as respect their culture in order to keep good image of our organisation.”</i>  |
| K          | <i>“This is our flagship event, I must ensure the whole project held successfully. Before I develop my team, I listed out all the roles and responsibilities for each position and getting the right people for the right position. In the kick-off meeting, I provided a list of responsibilities and work task for each role.”</i>                               |
| L          | <i>“Dealing with judges, the most important practice is clear instruction, we need to discuss with the judges to come out with the requirement for each category, the clear statement for each category, allows the participant to identify which category they plan to apply. Applying the wrong category will cause them disqualified from the competition.”</i> |
| M          | <i>“Our team responsibility is receiving applications and also guiding participants to join in the right category. Therefore, receiving clear</i>  |

| Respondent | Feedback  |
|------------|---|
|            | <i>instruction from the judges and passing clear instruction to the participant is essential for this project.”</i>   |
| N          | <i>“Advertising a project is how we package our project and share it to the public, to increase project awareness. We are the diplomat of the project since our target participant is the university student, therefore, we need to have a good relation with the university representative, such as the president of the student affairs.”</i>                           |
| O          | <i>“My responsibilities are to instruct my team member to look for emcee, performer and lighting and sound company for on-stage performance and red carpet session. In order to invite some performance from university society, we require to have a good relationship with them and providing them a good performance platform.”</i>                                    |
| P          | <i>“It was the first year organising the annual dinner in Sabah, as a state chairman cum organising chairman for this project, I require HQ management provide me a clear instruction before we start to plan the event. As any major changes comes after our planning start, will bring a huge impact to my team, as we were located in a different parts of Sabah.”</i> |
| Q          | <i>“My team and the treasurer team are the only teams who need to work together with the HQ team, as HQ team will act as the representative from another state, to update us on their flight schedule and special request. Therefore, clear instruction from HQ is significant for us to make arrangement for those special request.”</i>                                 |

| Respondent | Feedback   |
|------------|--|
| R          | <p><i>“My functional team is work on the design, design of backdrop, design of booklet, design of t-shirt, and others. As we have lack manpower, we are using a matrix organisation structure for this project. This was the first time we use a matrix structure. Therefore, clear instruction from the chairman and clear instruction to my team member able to ensure every one of them are aware of their own work task and the reporting person.”</i></p>   |
| S          | <p><i>“It was the first time having a road trip for this annual dinner and meeting trip which previous year do not have it. Instead of 2 days 1 night trip, we offer our delegates to have a 3 day 2 night trip. I’m responsible to plan the first day road trip, my road trip was planned according to the instruction from HQ - knowing the culture of Sabah. Based on the instruction, I brought them to Sandakan Centre Market for breakfast and fruit feast, eating Tarap fruit which only have it in East Malaysia.”</i></p> |
| T          | <p><i>“I was an IT technical team member who reports to the IT Team leader and Dinner Team Leader. Reporting to two leaders is not easy especially when both of them are giving different instruction. There is once when both of them giving different instruction, I requested them to discuss among both leader first, before giving me the final clear instruction.”</i></p>   |

Summarizing from the Table 5, there are 15 respondents choose S1 as their strategical communication management practices, 4 respondents selected S2 and 1 respondent selected S1.

#### 4.4 Question 2

Table 6 are the responds to question 2 asked on “Based on your experience in the project, which informational communication management practices has effectively impact your project? How does it impact your project? How do you apply it?”

Table 6: Respond to Question 2

| Respondent | Feedback  |
|------------|---|
| A          | <i>“As all of the committee member including me myself have our own full-time job, we are using our free time or leisure time to organise RFL 7.0. Therefore a communication time schedule is essential to ensure every of the committee would be able to attend the meeting, throughout the 6 months planning stage until post-event meeting. This could ensure information is sent and received by every of the committee member and no misunderstanding”</i>   |
| B          | <i>“I actually prefer to have an online project knowledge sharing centre which allows most of us to view the project status, information easily. However, it is not worth to register an account just for one project, as most of the platforms charge annual fee. Therefore, my team decides to use Google Drive as one of the information-sharing platform for our team and all committee members. Committee members allow to view other team documents and upload their document to the Google Drive account. The most important is the committee member who absents in previous meeting can easily view the meeting minutes. The cons of Google Drive is it could not send message or raise question, it has to use other instant messenger application (Whatsapp), phone call or email.”</i> |

| Respondent | Feedback   |
|------------|--|
| C          | <p><i>“Me and my team member will have a meeting schedule, we use to meet up twice a week to update each other on their work progress, and we will also make an appointment with the external parties to have a meeting with them to send in our proposal and to brief them on their job scope in the actual event day.”</i></p>   |
| D          | <p><i>“Shop owner will usually Whatsapp (instant messenger application) me or my team member whenever they have questions or update us on their running shirt stock. We seldom receive a phone call from them, as most of them are clear with our registration process. Generally, phone calls came from the participant, as especially when they could not change the running shirt size with the shop owner.”</i></p>  |
| E          | <p><i>“Regardless of the internal committee member or external parties, the communication time schedule is significant. Meeting with sponsor requires to make an appointment earlier, meeting with team member requires to inform a week earlier and meeting with the whole project committee member requires to inform one month before. Besides that, email is also essential when dealing with external parties, especially when we send in sponsorship application, email is more formality compare to instant message.”</i></p> |
| F          | <p><i>“5 month planning time wasn’t really enough for this event, especially when every committee member was not working full time on this project. I appreciate my committee member effort who made this international event successful. They commit themselves to this project but attending all the meeting and communication session that</i></p>  |



| Respondent | Feedback  |
|------------|---|
|            | <i>I have listed in the communication time schedule. They share information and solve problems in every meeting.”</i>   |
| G          | <i>“After being several times of secretary for a different project, I found the project knowledge centre is essential to monitor the project document and project status. It allows the member to access the document anytime and anywhere as it is time-consuming for us to get a document from a different team.”</i>   |
| H          | <i>“It was my first time using the project knowledge centre, I find it interesting and useful, as I can easily access the information that uploaded by other teams, and share my team document in that platform.”</i>   |
| I          | <i>“Instead of phone calls, I prefer instant messenger. Although it could not receive an immediate reply, it brings less negative effect to a person working mode. Especially bus driver, receiving a call when driving is dangerous unless is emergency otherwise I will just drop them a message.”</i>  |
| J          | <i>“Handling with international team, formal instruction is basic to ensure every participant received same information and instruction, we contacted the team leader through email at the early stage, and only connected with them through instant messenger few days before competition start, as we act as their baby sitter throughout the event day.”</i> |
| K          | <i>“We have a standard meeting time, in the early planning stage, we have meeting two weeks once, when we started to enrol we have a</i>  |

| Respondent | Feedback   |
|------------|--|
|            | <i>meeting one week once, and 3 weeks before the actual event date we have a meeting twice a week. This schedule was listed out during the kick-off meeting to ensure everyone can attend the meeting.”</i>  |
| L          | <i>”Everything related to the award result is very confidential. Therefore, I and the judges usually contact each other through email. Although, the email could not receive an immediate reply, the judges still able to reply to me within 1 day.”</i>   |
| M          | <i>“We keep all the enrol document from the participant in Google Drive, thereafter we pass the Google Drive account to the judges. As a move of environment protection, we encourage our participants to submit a soft copy documents. Google Drive allows us to store all the participating document in a different folder by different category.”</i> |
| N          | <i>“We stored all the design template in our team’s Google Drive account. This allows the team member to access to all the design products easily and upload their product. The team member can help each other to made minor changes anytime when the author was not free.”</i>   |
| O          | <i>“We deal with the emcee, performer, and lighting and sound company through instant messenger. As what we need it to inform them about the performing time, rehearsal time and the theme of the event.”</i>  |
| P          | <i>“As we could only have an online meeting, therefore, the meeting schedule is very important to make sure every of the committee member attends the meeting. We only have a meeting two weeks once.</i>  |

|   |  |
|---|--|
|   | <i>Although is not sufficient, the efficiency of a meeting does not depend on the frequency of meeting but the work progress after the meeting.”</i>   |
| Q | <i>“Dealing with HQ team, in order to monitor the latest delegates update, we created a Google Sheet, which can live view on the updates from HQ team. We also share the document templates, such as a letter templates in Google Drive.”</i>                  |
| R | <i>“I requested my team member to upload their design in Google Drive so that I could monitor their progress and their products without interrupting their progress. From there I can leave comments on their products and informed them to make changes.”</i> |
| S | <i>“Each of my team members is responsible to look for a road trip spot, we always discuss issue and update status through Whatsapp group, which don’t need to wait until the meeting to report.”</i>  |
| T | <i>“It was very new for me to join an online meeting, our chairman has listed out the meeting time during the first meeting. With this meeting schedule, I able to know what I should update in the meeting, and what I should do after the meeting.”</i>      |

Summarizing from the Table 6, there are 7 respondents each choose I1 and I2 as their informational communication management practices, 6 respondents selected I3 and no respondent selected I4.

### 4.5 Question 3

Table 7 are the responds to question 3 asked on “Based on your experience in the project, which emotional communication management practices has effectively impact your project? How does it impact your project? How do you apply it?”

Table 7: Respond to Question 3

| Respondent | Feedback   |
|------------|--|
| A          | <i>“I would say all of the emotional practices are important to all of us, as we work voluntarily to organise RFL 7.0, therefore the emotional practice is important for us to build trust and relationship, amongst the most impactful practices, will be meeting. Kick-off meeting gives a clear picture of the project to the committee member, review meeting allow committee member to review their mistake after the event held and avoid happening in next project as well as regular meeting allow committee member to share information, update work progress, and discuss on their issue. Since all of the member located within Johor, therefore we used to have face to face meeting.”</i> |
| B          | <i>“Dealing with my secretary team members, I will prefer them to share their feeling, especially when they faced issues while collecting document or information for other teams. As I will only notice they are facing issue when they share their feeling with me and I will only able to help them. Whereas for dealing with all committee member, I would prefer meeting, as a meeting can ensure every committee</i>   |

| Respondent | Feedback  |
|------------|---|
|            | <i>member receive the same information and allow the team leader to update on their work progress.”</i>   |
| C          | <i>“As this was the first time we use a different run route compare to the earlier year, therefore I encourage my team member to give opinions and feedback on the new run route arrangement. We have been internally discussed and change a few different run route before we bring up in the whole committee group meeting. Every time, when there are changes we will try to run once to ensure the safety of the route.”</i>                                      |
| D          | <i>“My team will have a regular group meeting to update on each registration stop status, and update on the number of participant and update on the running shirt stock. The frequency of meetings will increase when it is nearer to the actual event date. Although it was a meeting, I still encourage my team member to share their feeling, feedback and opinion during the meeting, as face to face communication allow us to see each other body language.</i> |
| E          | <i>especially when you are requesting a sponsor from people who don't know about our organisation. The question and the feedback they give sometimes is very tricky and harsh, therefore, informal chatting allow me to share my issue with other team member or team leader, and look for a solution together.”</i>  |
| F          | <i>“I actually like to get feedback from my team member, but the International Chinese debate competition has a set of standard competition rules and regulations, we could not make any changes to</i>   |

| Respondent | Feedback   |
|------------|--|
|            | <p><i>the competition part. Therefore, for this project I would prefer meeting, meeting with the main committee member, and meeting with competition rules expert team. I will keep both sides being informed on the project progress and ensure everyone are on the same page.”</i></p>   |
| G          | <p><i>“Sometimes instead of the phone calls and instant messages, I prefer face to face communication. I always look for committee members personally to discuss the project issue. It’s easy for me to know from the other’s body language whether the other party understands what I’m expressing. Face to face communication has lesser disruption such as noise and networking issue.”</i></p>   |
| H          | <p><i>“This project we do not use much emotional communication practices, as all we need is to enrol participant, ensure participant understand the competition rules, and take care of their safety. Other programs related to the competition will take charge by the other team. Therefore, based on my experience in this project, meeting is sufficient for this project. I understand my roles and responsibilities during the kick-off meeting, update the registration status in every regular meeting, and identify my team mistake in the review meeting after the event end.”</i></p> |
| I          | <p><i>“I think is meeting, there was once I did not attend a regular meeting, I pass my message to the chairman, and receive other team information through the meeting minutes. Although I was absent, I still able to know every team status and update.”</i></p>  |

| Respondent | Feedback   |
|------------|--|
| J          | <p><i>“As this year we were targeted to get more participating team, we require to look for others secondary school which we have not deal before, sometimes they asked plenty questions before they agree to join, some even disagree to join after asking a lot of questions. I felt so depressed after reject by more than 10 schools. My team leader asked me out to understand my feelings and problem, he enlightens me by giving me solutions.”</i></p> |
| K          | <p><i>“Some of my committee member was located in a different state, therefore, we used to have videoconference for our meeting. Video conference might not as good as face to face communication as it could not see their body gestures or body language. At least videoconference provide team member a platform to voice out their issue, update their work progress, and share information.”</i></p>  |
| L          | <p><i>“Besides kick-off meeting and regular meeting, review meeting is very essential for us, as we planned to organise this flagship event every two years. The record of the review meeting is the lesson learned from the previous project. We did refer back to the 1<sup>st</sup> year award review meeting minutes to study on their mistake and recommendation which we can avoid those issues to happen again.”</i></p>                                |
| M          | <p><i>“Besides the general committee meeting, I will have a videoconference with the team member who is the student from a different university in a different state. They will be the person in charge to collect registration document from the participant, therefore, we have a videoconference meeting before we start the</i></p>  |

| Respondent | Feedback  |
|------------|---|
|            | <i>registration period, and a meeting before we end the period. Within the period, we will just update and contact in Whatsapp group.”</i>  |
| N          | <i>“Advertising requires creativity, I encourage the team member to give advice, feedback, and opinion in order to brainstorm together on the advertising method material and target audience”</i>  |
| O          | <i>“Our theme for stage performance is “Young”, my team member will share their opinion on what kind of performance will attract the youth and work together to look for the performer. Sharing opinion build our team relationship although we located apart.”</i>   |
| P          | <i>“It was my first time chairing a meeting through videoconference, we usually have an offline meeting even for the state annual meeting. I found that online meeting could be as effective as offline meeting, as no matter where the committee member is, he can still attend the meeting, and receive information.”</i>   |
| Q          | <i>“From this project I only realise, videoconferencing could be so effective, although sometimes there is network interruption issue. It connected people from different location work together for a project. Last time we only organise event locally even in Sabah we did not try to organise an event out of the Sandakan area due to locality restriction, but this time we learn to use technology to solve the locality issues, I think it would help with our future project.”</i> |
| R          | <i>“Every year we will have a different theme for our dinner, this year is “Aboriginal clothing”. I designed a mascot which wearing Kadazan costume, and asked for an opinion from my team member</i>   |



| Respondent | Feedback  |
|------------|---|
|            | <i>and other committee members, because I believe “two heads are better than one”.</i>  |
| S          | <i>“Bringing 5 people for a road trip is an easy job, bring 250 people for a road trip wasn’t an easy job. As some of the places could not fit in 250 guests at the same time. Therefore, after listening and exchanging opinions among team members, we decided to have 3 different schedules, each of them will go take turns to visit the same spot. Lastly, we able to save time and did well on crowd management in every stop.”</i> |
| T          | <i>“This was my first time joining in a matrix structure organisation, I felt very confused whenever both leaders speak different instructions. Fortunately, the technical team leader realised my issue, he encourages me to voice out my emotion and make improvements. This has successfully built trust between both of us.”</i>  |

Summarizing from the Table 7, there are 5 respondents each choose E1 and E2 as their emotional communication management practices, 4 respondents selected E4 and 6 respondents selected E3.

#### **4.6 Question 4**

Table 8 are the responds to question 4 asked on “Based on your experience in the project, which practical communication management practices has effectively impact your project? How does it impact your project? How do you apply it?”

Table 8: Respond to Question 4

| Respondent | Feedback  |
|------------|---|
| A          | <i>“I was the one who chooses the team leader for this project, all the team leader I selected must have good leadership skill and experience in this project. This is because negative personality and attitude will destroy team morale.”</i>   |
| B          | <i>“As a leader of the secretary team, I listed out all the documentation and communication rules during the kick-off meeting, as this will ensure all the document are update and store in a correct manner.”</i>  |
| C          | <i>“A person attitude control the whole project, people with a bad attitude and negative respond to the project will cause the project delay and unsuccessful, therefore I always monitor on my team member attitude when they are facing issue or handling task.”</i>                    |
| D          | <i>“Only people with good behaviour know how to follow the rules, therefore, good behaviour is more important than setting communication rules”</i>   |
| E          | <i>“I would prefer a team member and team leader who has good behaviour and positive attitude, everyone join as voluntary in the committee member no one should be angry by each other, this will hurt team morale and would not able to retain the team member in our organisation.”</i> |
| F          | <i>“When I develop this team, everyone is clearly noticing that we have insufficient time to plan this project, therefore, we come out with our rules – every problem or question must be solved within 2 days. By following these rules, we able to catch up on the progress.”</i>       |

| Respondent | Feedback   |
|------------|--|
| G          | <p><i>“Dealing with the expert team, I realise the advantage of communication rules, in the early stage of the project, they always take a week to reply on our question. This situation changes after the chairman speak to their leader, they started to follow our rules and reply to us within 2 days, this helps us to catch up on the progress and will not affect the team image due to delayed response to the participant.”</i></p> |
| H          | <p><i>“Youth organisation provide youth a learning platform, if we as a leader showing bad attitude, they will not learn in this process, and they will not retain in this organisation. Therefore, regardless of being a leader or team member, a good attitude is very important. I have never get angry with my member as well as my chairman, she has never get angry to me.”</i></p>  |
| I          | <p><i>“How do you treat others the way you want to be treated. To ensure my participants’ safety, I speak politely to the bus driver. You might think everyone should speak politely to each other, but dealing with the bus driver I will be extra polite. Only when he is in a good mood, we can be sure that he will drive safely.”</i></p>   |
| J          | <p><i>“As I mentioned earlier, my team leader is keen to help me solving problem, he never scolds us, even though we made some silly mistakes. He is so patient and nice, he guides us throughout the project.”</i></p>  |

| Respondent | Feedback  |
|------------|---|
| K          | <i>“Although we always say the youth organisation is a platform for youth to learn, only youth with good attitude can learn, no one could help if they refused to learn.”</i>   |
| L          | <i>“Most of the people dislike secretary work, as they think that it is a boring job. What they don’t know is, the secretary is the one who knows the whole project details besides the chairman. However, being a secretary is tough, it has to be able to handle a few tasks at the same time, people who are careless, bad temper and not patient is not suitable for this position. Therefore, attitude decides what you do.”</i> |
| M          | <i>“I never get mad at anyone in the committee, as I believe only a positive attitude can make the event successful. We were once worried that we could not reach the target number of participants, but we never give up, we work hard, promote hard, and get engage with more universities, at last, we got more than our target number of participant. This is why attitude so important.”</i>                                     |
| N          | <i>“Beginning of the project, half of my team member do not know anything about advertising and design, but at the end of the project, every one of them learns some skills. It wasn’t my credit, it is because they willing to learn, they learn through Youtube for design skill, learn with other team members on advertising writing skill.”</i>  |
| O          | <i>“Good attitude not only build the organisation image but your own image as well. It helps to build our social network as everyone like to</i>  |

| Respondent | Feedback   |
|------------|--|
|            | <i>have a positive friend. Therefore, when I deal with the performer, emcee, or worker from lighting and sound company, I treat them as my friend, I appreciate their effort to make to night successful.”</i>   |
| P          | <i>“Your attitude determines your altitude. Although it was challenging for us to organise the national annual dinner and meeting, we treat this as an opportunity. It is an opportunity to introduce my hometown to all the delegates from different states.”</i>   |
| Q          | <i>“If I refused to join as a committee member for this project, I will never notice the benefit of videoconference and never have the chance to work with the committee member from HQ and other parts of Sabah. Therefore, never say never when you still have the ability to learn.”</i>  |
| R          | <i>“In matrix organisation we will easily have a different goal, with another project leader, the only attitude could help to solve this issue, we have to understand we work as a team, our aim is to make this project successful, I will never succeed if this project failed. Therefore, instead of setting rules, attitude controls the project.”</i> |
| S          | <i>“No one would like to join an organisation full of negative thought, especially when it is voluntary work. In this project, we faced challenges and obstacles, we felt stress but not disappointed. We motivated our team by having a short trip.”</i>  |

| Respondent | Feedback   |
|------------|--|
| T          | <i>“Leader’s behaviour decides the team morale, I was lucky that both of my leaders are positive people, when they have a different goal, they will stop and discuss instead of creating issue.”</i> |

Summarizing from the Table 8, there are 17 respondents choose P2 as their practical communication management practices and 3 respondents selected P1.

#### 4.7 Question 5

Table 9 are the responds to question 5 asked on “Among the communication management practices you have been use in your group, which is the most effective practices and which is the less effective practices that you might not using it again. Why?”

Table 9: Respond to Question 5

| Respondent | Feedback  |
|------------|---|
| A          | <p><i>Most Effective: “I think providing clear lines and responsibilities at the beginning of the project will able to lead the team to work on the right track, avoid delay and unsuccessful project.”</i></p> <p><i>Less Effective: “Adopting a common working language would less effective in my team all of the member able to speak and read Chinese well, therefore this practice is not effective is my team, but I believe it is important for the team who have different language native speaker.”</i></p> |
| B          | <p><i>Most Effective: “Project knowledge centre would be my first choice, I never thought the document for the previous project is so important</i></p>   |

| Respondent | Feedback   |
|------------|--|
|            | <p><i>until I was selected to be the secretary of this project. Although we do not have an online document keeping server, hard copy document keeping in our office is sufficient. The keeping of previous project document allows us to refer and save time to search for data.”</i></p> <p><i>Less Effective: “Nowadays, we rely more on instant messenger application, for these project we have more than 3 group chat, we use to discuss everything in the group chat seldom using phone calls. We only speak through phone call when there is an issue that should be settle immediately.”</i></p> |
| C          | <p><i>Most Effective: “Fortunately our chairman has given our team clear instruction during the kick-off meeting, he guidess us on the process of government application and run route design with this clear instruction, our teamwork smoothly without causing any delay to this event.”</i></p> <p><i>Less Effective: “After dealing with a number of government departments and external agency, I realised that email is only suitable for the corporate environment; dealing with government department they still prefer hard copy hand in an application.</i></p>                                |
| D          | <p><i>Most Effective: “Definitely is the communication time schedule, I have my own full-time job and also sometimes part-time job, I always made my schedule my time one month or 2 weeks earlier, I dislike emergency meeting and which will interrupt my work schedule.”</i></p>  |

| Respondent | Feedback  |
|------------|---|
|            | <p><i>Less Effective: "I don't like phone calls, as phone calls require immediately reply which I need to stop everything to just answer the call."</i></p>   |
| E          | <p><i>Most Effective: "Since I deal with outsider more I will prefer good public relation on behalf of external team, as I mentioned earlier, I felt thankful to the previous committee member who works hard to protect the image of RFL, which cause most of the sponsors willing to sponsor for our project more than 3 years. Therefore, I find this communication practice is important, without those sponsorships we would not held this event easily."</i></p> <p><i>Less Effective: "Adopting the common working language I would not say less effective as I have not been a team with team member who speak a different language, maybe next time I will find it effective."</i></p> |
| F          | <p><i>Most Effective: "Review back on this project, I think the communication time schedule bring much impact to my project. With this communication time schedule, I'm not only able to keep my team member informed but also my president. I will invite him to join our meeting once a month, to keep him updated and ensure we are working on the right track."</i></p> <p><i>Less Effective: " If insist on saying which one is less effective, I will choose common working language, as we Malaysian Chinese can easily speak, read and write at least 3 language, therefore, we do not have language communication barrier even though we are not using the same language."</i></p>     |



| Respondent | Feedback  |
|------------|---|
| G          | <p><i>Most Effective: “Dealing with the external team, I think setting basic communication rules is essential, as they may not understand our working style.”</i></p> <p><i>Less Effective: “In this project we seldom ask for team member opinion and feedback, as this framework of the whole project is being structured by the competition rules team since this is a competition.”</i></p>   |
| H          | <p><i>Most Effective: “It was my first time dealing with other country participant or team leader, I realised how important to adopt a common working language. At the early stage, some of them were talking to us in their dialect, we could not even understand a single word. Thereafter, we decide to make an announcement to all participants, our main communicating language is Chinese.”</i></p> <p><i>Less Effective: “Nowadays, teenagers prefer instant message instead of a phone call, therefore, in my team we seldom use phone call. I was told by my team member because they feel the phone call is an interruption especially when they are playing game.”</i></p> |
| I          | <p><i>Most Effective: “My job scope require clear information and instruction, the registration team will provide me a list of participant arriving and departing time, and I will arrange my bus driver and team member to pick up the participant on time.”</i></p> <p><i>Less Effective: “I don’t ask for any opinion from my team member as this is a straight forward job, it does not have any room for changes.”</i></p>   |
| J          | <p><i>Most Effective: “A leader’s attitude decides the member’s attitude, I was lucky to be selected as one the committee for this project. I used</i></p>  |

| Respondent | Feedback   |
|------------|--|
|            | <p><i>to be an actual day committee, it was my first time being a planning stage committee. Their willingness to teach makes me want to participate in more activities.”</i></p> <p><i>Less Effective: “We seldom speak through a phone call, unless we did not receive any reply after sending several instant messages.”</i></p>   |
| K          | <p><i>Most Effective: “No matter which practice we use, the most important is the personal behaviour and attitude. As only attitude could make a practice effective, but not all practice could make a person become better.”</i></p> <p><i>Less Effective: “Setting too many rules will limit one’s development, instead of setting communication rules, we become the role model of the team.”</i></p>   |
| L          | <p><i>Most Effective: “In order to ensure the fairness of the competition, we do not disclose the identity of the judges in advance. Being the messenger between judges and the registration team, clear lines and requirements from the judges would save everyone’s time need not repeat explanation.”</i></p> <p><i>Less Effective: “I don’t like phone call as it does not leave a proof, especially when registration team receives a question from the participant, I would prefer them sending me the question through messaging or email, as long as is not through a phone call. It can avoid passing the wrong message to the judges.”</i></p> |

| Respondent | Feedback   |
|------------|--|
| M          | <p>Most Effective: <i>“Videoconference make us feel connected even though we do not meet up face to face, but we don’t feel like being apart.”</i></p> <p>Less Effective: <i>“Maybe because our chairman never set communication rules to our team, therefore, I find it less effective in this project.”</i></p>  |
| N          | <p>Most Effective: <i>“Being a leader does not mean that I know everything, sometimes collecting opinion and feedback from team members will bring different points of view.”</i></p> <p>Less Effective: <i>“I have no meet up with team member who speaks a different language, hence I do not know the effectiveness of adopting a common working language.”</i></p>   |
| O          | <p>Most Effective: <i>“Instant message. Not matter we are discussing a serious issue or casual talking, instant message can easily get a short and straight forward reply, it saves everyone’s time, people do not need to type a long formal email to just asking a simple question, or replying a simple answer.”</i></p> <p>Less Effective: <i>“Project knowledge centre. It is good for other team but not my team, as we do not have as many documents as other teams, we will just share the document in Whatsapp group and it will be faster than login into the centre for just one document.”</i></p> |
| P          | <p>Most Effective: <i>“Clear instruction upfront is most important to our team, especially instruction from HQ management, as any changes will bring a huge impact to my team.”</i></p>  |

| Respondent | Feedback  |
|------------|---|
|            | <p>Less Effective: <i>“I never set any other communication rules, as this is not the first time out state committee member organise an event together, we know each other’s work style well.”</i></p>   |
| Q          | <p>Most Effective: <i>“Google Drive acts as a very good project knowledge centre among me and the HQ team. It saves our time from requesting and waiting for document from both sides.”</i>Less Effective: <i>“With instant messenger application and regular update, we do not need to contact our team member through phone calls, as both could be able to bring the same result as phone calls.”</i></p>                      |
| R          | <p>Most Effective: <i>“Getting opinions from team members is a brainstorming process, it is very difficult to come out with new idea being a people who faced the issue, getting new ideas from other team members might help us to get new input.”</i></p> <p>Less Effective: <i>“Since this event is an internal event among our organisation, therefore we did not do any public relation work with the external team”</i></p> |
| S          | <p>Most Effective: <i>“Clear responsibilities, our responsibilities is to introduce the beauty of Sandakan to the delegates from different places, with this simple instruction we able to shortlisted few special stops.”</i></p> <p>Less Effective: <i>“Project knowledge centre, as our team task was a hand on task, therefore we don’t not have much paperwork document to keep a record.”</i></p>                           |

| Respondent | Feedback   |
|------------|--|
| T          | <p data-bbox="502 264 1391 450">Most Effective: <i>“Encourage team member to share feeling, when people are in a bad mood and felt being understanding the trust and relationship will easily build up.”</i></p> <p data-bbox="502 488 1391 741">Less Effective: <i>“Project knowledge centre, sometimes I just planned to read through the meeting minutes, but the step of logging into Google Drive to get the minutes is so troublesome. It will be better if we just share it in Whatsapp group.”</i></p> |

Table 10 and 11 summarise the most effective and less effective communication management practice selected by 20 respondent.

Table 10: Most Effective Communication Management Practice

|                      |    | Respondent |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
|----------------------|----|------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|------------------|
| Ref.                 |    | A          | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | Total Respondent |
| <b>Strategical</b>   |    |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
|                      | S1 | √          |   | √ |   |   |   |   |   | √ |   |   | √ |   |   |   | √ |   |   | √ |   | 6                |
|                      | S2 |            |   |   |   |   |   |   | √ |   |   |   |   |   |   |   |   |   |   |   |   | 1                |
|                      | S3 |            |   |   |   | √ |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 1                |
| <b>Informational</b> |    |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
|                      | I1 |            | √ |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 1                |
|                      | I2 |            |   |   |   | √ | √ |   |   |   |   |   |   |   |   |   |   |   | √ |   |   | 3                |
|                      | I3 |            |   |   |   |   |   |   |   |   |   |   |   |   |   | √ |   |   |   |   |   | 1                |
|                      | I4 |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| <b>Emotional</b>     |    |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
|                      | E1 |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
|                      | E2 |            |   |   |   |   |   |   |   |   |   |   |   | √ |   |   |   |   |   |   |   | 1                |
|                      | E3 |            |   |   |   |   |   |   |   |   |   |   |   |   | √ |   |   |   | √ |   | √ | 3                |
|                      | E4 |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| <b>Practical</b>     |    |            |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
|                      | P1 |            |   |   |   |   |   | √ |   |   |   |   |   |   |   |   |   |   |   |   |   | 1                |
|                      | P2 |            |   |   |   |   |   |   |   |   | √ | √ |   |   |   |   |   |   |   |   |   | 2                |

Table 11: Less Effective Communication Management Practice

| Respondent           |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
|----------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|------------------|
| Ref.                 | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | Total Respondent |
| <b>Strategical</b>   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
| S1                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| S2                   | X |   |   |   | X | X |   |   |   |   |   |   |   | X |   |   |   |   |   |   | 4                |
| S3                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | X |   |   | 1                |
| <b>Informational</b> |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
| I1                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | X |   |   |   | X | X | 3                |
| I2                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| I3                   |   |   | X |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 1                |
| I4                   |   | X |   | X |   |   |   | X |   | X |   | X |   |   |   |   |   | X |   |   | 6                |
| <b>Emotional</b>     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
| E1                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| E2                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| E3                   |   |   |   |   |   |   | X |   | X |   |   |   |   |   |   |   |   |   |   |   | 2                |
| E4                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |
| <b>Practical</b>     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |                  |
| P1                   |   |   |   |   |   |   |   |   |   |   | X |   | X |   |   | X |   |   |   |   | 3                |
| P2                   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   | 0                |

## CHAPTER 5

### DISCUSSION

#### 5.1 Overview

The result in chapter 4 are the feedbacks from the youth organisation project committee as respondent. In this chapter, the result collected is being analysed and discuss according to research objectives.

This chapter consist of 3 sections such as section 5.2 assess the effectiveness of each category of communication management practices, section 5.3 investigate the impact of communication management practices on project success, and section 5.4 recommend best practices for effective communications management in youth organisations.

#### 5.2 Effectiveness of Communication Management Practices

According to Table 10, the top 3 effective communication practices are *clear lines and responsibilities up front*, *communication time schedule*, and *asking team members for advice, opinions, feedback*.

Setting clear procedures and responsibilities is the most effective practice as it focuses on the project planning and realisation stage. According to Muszynska (2015), setting clear rules are the starting point for most of the communication practices. This communication practice applies to all type of project teams, no matter co-located team or virtual team. It ensures committee members are being clearly informed of their responsibilities at the beginning of every stage. For a project that has been organised for several years such as RFL 7.0, setting clear instruction and responsibilities at the beginning of the project is remain essential, although their project planning phase is in an “auto-pilot”



mode. Providing clear rules and responsibilities up front allows team members to execute their tasks smoothly and achieve the objectives (Schmidt et al., 2014; Vu, 2019). Roles and responsibilities conflict will cause team member depression due to shortening of time (Beard, 1999).

Communication time schedule is useful for youth organisation project team as they are all voluntary members. The more team member, the more significant it is. It is difficult to find common time for leaders to meet up, especially for youth organisation member who has different own itinerary (Caldwell, 2018). Communication between team members is too scarce as most of them have different working day schedule. Setting up a communication time schedule ensures regular communication among team members and keeps everybody informed about the status of project tasks and feel connected with the project (Douras, 2017). However, this communication practice will only be effective if all team members are adhering to the time schedule.

In this study, there are respondents who find asking opinion from team members is an effective practice whereas there are also respondents who voted this practice as non-effective practice. The reason is asking team member advice, opinion, and feedback only effective in the project that has room for changes or first time organising. For instance, RFL 7.0, an event has been organised for 7 years the previous project team has come out with a set of standard working procedure, therefore, not many changes could be made to the projects; DEBATE a competition type of project that does not allow any special changes, team members can only follow the competition rules. While on the contrary, although it isn't the first year organising AWARD, this project requires more creative ideas to ensure their event can keep up with the young people's footsteps without being too dull; DINNER, most of the respondents from this project find this practice effective, as this is their first time organising a national project, asking opinion and advice from team member allow them to have a different point of view and discover some project details

that have been overlooked. This practice also promote the sense of togetherness between team members as their opinion and feedback is being appreciate (Douras, 2017).

### **5.3 Impact of Communication Management Practices on Project Success**

Every category of communication management practice bring different impact to project success, for strategical communication practices, most of the respondents choose clear lines and responsibilities up front, the main reason is that they have limited time focus on this event and limited manpower to organise the event, they could not adapt to the conversion plan in a short period of time. Therefore, setting clear procedures and responsibilities could save time and cost. As mentioned by Respondent P, all of the team members are located apart, any changes happen after they start planning would bring huge effect to his team, as they could not have sufficient time to react to the changes. Knowing the objectives of project, roles and responsibilities of every member would help proper communication among members (Muszyńska and Marx, 2019).

Besides of communication time schedule one of the most effective practice, project knowledge centre impact the project success too. No matter is a co-located team or a virtual team both types of teams able to utilise the project knowledge centre well. An effective documentation requires sufficient and appropriate storage facility in a project office for ease of reference by project teams (Adera, 2012). The improvement of technology allows the project team to store their document in virtual system without entering to the documentation storage store. Google Drive, one of the cloud storage system which solve the information sharing issue in youth organisation's project teams, unlike those day the team member only able to get information in their organisation office. Although it could not compare to those cooperate project management software which able to share document, sending message, and viewing on project progress, it is still sufficient to youth organisation project and most importantly it is free of charge. The larger

the project, the more they require a project knowledge centre. It is a way of communicating, storing as well as sharing project information if the team members are being educated to use the project knowledge centre before the project start (Muszyńska and Marx, 2019)

Moreover, *face-to-face communication/ videoconferencing* and *kick-off meeting, review meetings, regular meetings* both chosen as the most impactful emotional communication practice that helps to build trust and relationship of the project team. Face to face communication is most effective way to get the team together, if a Project Manager unable to get the team together physically, schedule a video conference meeting as often as possible could bring same benefit (Bilczynska Wojcik, 2014). However, meetings would only be effective if all of the team members are attending, team members could only build trust when every one of them are knowing each other's work progress. The project meeting minutes were recorded all project actions, reviews and decision shall be easily access by all the team member after meeting (Adera, 2012). The reason videoconferencing was chosen as an impactful practice is the team members from DINNER were first time explore the function of videoconferencing, they find it helpful to their project as it helps to solve the misunderstanding issue that happens from text message or audio conference. All participants are able to see each other facial expressions which helps to evaluate whether communication is successful or further explanations and discussions are needed (Niinimäki *et al.*, 2012). Videoconference also save traveling time and cost. In addition, the result also show that informal communication with team member could build trust, a team member usually is a new member of the organisation, it will be difficult for them to integrate into the original team, informal communication allows the team leader to understand the feeling of their member.

*"Your attitude determines your altitude..."* said respondent P, about 3 quarter of the respondents said personal attitude is more important than setting basic

communication rules. Engaging the right people before the project starts not only affects an individual but also the whole project team. The attitude of an individual after facing a problem and his/her commitment toward the project can determine the success of the project. The voice tone and talking style of a managerial roles would affect the quality of information passed to team member (Xiao *et al.*, 2014). Before a project manager responses to team member, he/she shall understand there are differences between the members in term of culture, age and working background, overreact to team member’s question will shut them down from giving feedback.

#### 5.4 Best Practices for Effective Communications Management in Youth Organisations

Based on the result and discussion in this study, the best practices of effective communication management for a youth organisations team is developed in Figure 9. It shows that every different stage of the project cycle requires different communication practice.

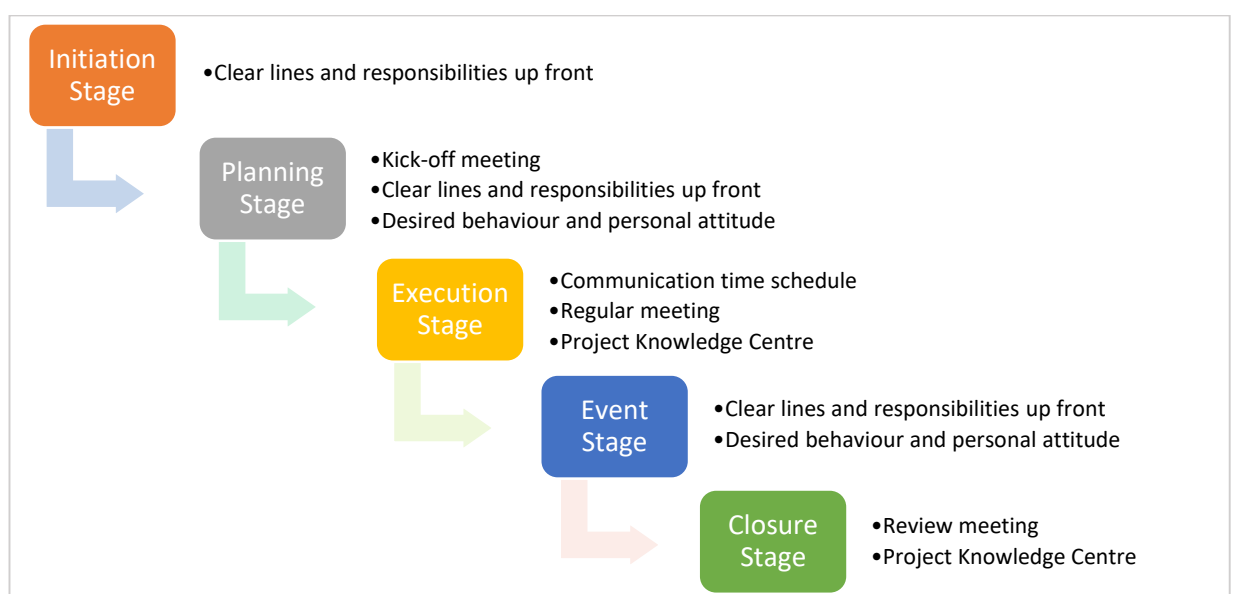


Figure 9: Best Practice Communication Management for Youth Organisation

Initiation stage is to determine the mission, goals, and objectives of the project. Every project has a purpose and a reason it should take place. It could be a social, organisational, or economic need. The organising chairman needs to clearly define the purpose of the project, the criteria for being a successful project, and the constraints that might be imposed to the project. Therefore, *clear lines and responsibilities up front* is the best practices in initiation stage.

Planning stage is the beginning of the project where the project plan should state clearly what should happen and how it is to be done. A kick-off meeting should be held to ensure all the team members are being informed. All team members of the project are determined and allocated with their functional tasks. Engaging the right people in the right position would help the team to save a lot of time. All the project elements must be included in the plan, such as the standard of quality, time, budget, procedures, as well as policies to be adhered to.

Execution stage concentrate on verifying, monitoring, and controlling the scope, schedule, costs, and risk to ensure the project is working according to plan. Establishing a communication time schedule in advance allows team members to arrange their personal working hours to match the meeting schedule. Regular meetings provide a forum for team members to exchange information, update progress, and discuss solutions which is crucial to the success of the project. Regular face-to-face conversation can easily build trust and relationships of the team. All documentation in relation to the project shall be stored in an online project knowledge centre that allows team member to access at anytime and anywhere.

Event stage starts once the onsite production begins. Once the event starts no matter how the “show” will go on. There will require many directions and decisions to make, therefore, it is important to ensure all team members understand their respective jobs and how all their job fit together to facilitate smooth operations.

Closure of the project includes four different angles: event ended, feedback and data collection, evaluation, as well as knowledge transfer. Evaluation and feedback could be able to take place in the review meeting. The output of the review meeting reports the outcomes and lessons learned that will serve the next project. All this information and data should be stored in a project knowledge centre that provides historical information for the next project team when conducting research. The lesson learned allow the future project team to improve their quality, performance, policies, and procedures.

This model is also suitable for other event management companies as they are using a similar project cycle which has an actual day stage.

## CHAPTER 6

### CONCLUSION AND RECOMMENDATION

#### 6.1 Overview

The discussion in Chapter 5 analyses the interview feedback from the project committees. This chapter presents the conclusion analysed according to the result of this study. The limitation of this study as well as recommendation for future studies are highlighted in this chapter.

#### 6.2 Conclusion

Communication is the key to project success, a communication strategy should be established at the beginning of the project. This research aimed to investigate what kind of communication management practices used in Malaysian youth organisations. Based on the qualitative analysis, the most effective and impactful communication management practices are determined and used to develop the best practice of communication practices in different stages that applicable for youth organisation project. It provides the youth organisation a suitable and effective communication and documentation management in every project, as they help to solve encountered problems as well as avoid them.

#### **Research Objective 1: To assess the effectiveness of communication management practices**

The top three effective communication management practices in youth organisation were identified in this study. *Clear lines and responsibilities up front* helps the team

member to understand objectives of the project and each other roles and responsibilities before the project begin. This communication practice applies to all type of project teams, no matter co-located team or virtual team in order to avoid responsibilities conflict. *Communication time schedule* vitally important as the voluntary members have different itinerary. The more team member involved in a project, the more significant the practice is. The pre-set communication time schedule helps to find common time for regular communication among team members. *Asking team members for advice, opinions, feedback* is a bipolar communication practice in this study, as this practice only effective in the project that has room for changes or first time organising. Project which has been organised for continuous years or with a fixed rules would not require this communication practices.

**Research Objective 2: To investigate the impact of communication management practices on project success**

Difference category of communication management practices bring difference impact to the project success. For strategical communication practice, *clear lines and responsibilities up front* is voted as the most impact practice as all the investigate projects' team members have limited time focus on this project and limited manpower, they do not have the ability to adapt a new conversion plan in a short period of time. Therefore, clear instruction in the beginning of project allow them to have proper communication and arrangement among members.

*Communication time schedule* and *project knowledge centre* both are voted as the most impactful informational communication management practices. The important of communication time schedule is due to the different working itinerary of every team members. A cloud project knowledge centre save time of requesting document from team



members or searching documents in organisation office. Every team member able to store or share their information in the system and made amendment to their document at anytime and anywhere. The larger the project team, the more essential these two practices is, to ensure information was well informed to every team members.

Regular face to face meeting or videoconferencing helps to build trust and keep the team members feel connected. It allows team members to understand on inter department working progress and provide a forum for team members' discussion. All participants are able to see each other facial expressions which helps to evaluate whether communication is successful or further explanations and discussions are needed.

Engaging the right people with desirable behaviour and personal attitude before the project starts not only affects an individual but also the whole project team. An individual attitude after facing a problem and his/her commitment toward the project can determine the success of the project. A pessimistic leader will turn down the team morale when he/she faced a problem; whereas an optimistic leader will get the team together to look for solution.

### **Research Objective 3: To recommend best practices for effective communications management in youth organisations**

A set of best communication management practice in youth organisation is developed for every project stage. From the feedback of all respondent, the researcher discover the effective and impact communication and documentation practices that suitable for youth organisation project where the team members are committed voluntary in the project.

### **6.3 Implication of Study**

The best practice of communication management in this study help youth organisations in Malaysia to solve their communication and documentation issues in project. It help to keep communication remain constant and consistent by balancing all the differences between team members.

#### **6.3.1 Working Schedule Difference**

The implication of this study helps to solve the working schedule or social time difference between the voluntary team members. The pre-set communication time schedule allow team member to arrange their itinerary without clashing in order to ensure every of the team member would be able to attend every related meeting. This could ensure they are able to receive the same information during the meeting or discussion.

#### **6.3.2 Generation Difference**

Misunderstanding or miscommunication between different age generations is not a new phenomenon, this study help to solve the generation gap issue by setting the constant and consistent communication practices. As long as the responsibilities and rules are clearly stated and explained, there shall not be a generation gap factor in project team communication. Therefore, the best practice model included *clear rules and responsibilities up front* in most of the project stages.

### **6.3.3 Difference Project Team**

Lesson learnt in current project will not passed or shared among member is without proper documentation. This study emphasize on the importance of review meeting and providing the proper communication and documentation management helps the youth organisation to solve the issue of knowledge transfer from previous project team to future project team.

### **6.3.4 Communication Style Changes**

Everyone has different preferred communication style, the changing of leadership in youth communication will cause often change in the communication method. The best practice communication model in this study helps the youth organisation to be consistent and constant on their communication practice in every project. This could ensure the team member would not get confuse or missed out any information and feel involved with the organisation.

## **6.4 Limitations of the Study**

The limitation of this research mainly cause by the outbreak of Covid-19 pandemic which lead to project postponed or cancelled. Therefore, this study are being forced to select 4 projects organised in the year 2019 and each 5 committee members as respondents. Hence, the accuracy of the research will slightly be affected. Since the event was held a year ago, part of the communication practices details have been forgotten.

Besides that, some of the respondents do not know the researcher prior of the interview which cause the respondent felt uncomfortable to discuss on the

communication issue that they faced in the project. This is because of they do not aware of their importance in this research and the culture of “do not wash dirty linen in public”. In this cases, the researcher is require to acknowledge the scope and limitation of the respondents. The interview question shall be able to change according to the interaction style with respondents.

In addition, this research does not covered the project that involved multi races youth organisation. Therefore, the practice of adopting common working language was not well being assessed.

## **6.5 Recommendation**

Taking into consideration of limitation of this study, the future studies could assess on the multiracial youth organisation project communication management practices and determine the difference between both study results.

Moreover, to better understand the implication of the best practice, future studies could assess the effectiveness, dependencies, and implementation condition of the best practice in future project. It requires conducting an observation on the implementation of respective practice in a real-life project.

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