



Arab American University
Faculty of Graduate Studies

The Role of Effective Communication in Enhancing Project Management in Humanitarian Service Organizations (NGOs) in Palestine: An Applied Study.

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This thesis was submitted in partial fulfillment of the requirements for the Master's degree in Project Management

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Thesis Approval

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This thesis was defended successfully on 9.02.2026 and Approved by:

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Declaration

I am Mohammad A.Y. Ghannam (ID: 202216668). A student at the Arab American University – Faculty of Graduate studies master degree in Ramallah. I submitted the thesis titled with

"The Role of Effective Communication in Enhancing Project Management in Humanitarian Service Organizations in Palestine: An Applied Study on (NGOs)."

I hereby declare that this thesis represents my own work and effort, except where there is an appropriate citation, and that this thesis has not been previously included in a thesis submitted to this or other institution for a degree or other qualifications.

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Mohammad A.Y. Ghannam

Abstract

This study aims to analyze the impact of effective communication on enhancing project management success in humanitarian organizations in Palestine, with a field application to NGOs operating in Hebron Governorate. The study stems from the importance of the Palestinian humanitarian context, characterized by political and economic complexity, which poses significant challenges to project management and makes institutional communication a crucial element in achieving efficiency and effectiveness. The study focuses on the dimensions of verbal and nonverbal communication, written communication, and technological communication tools, and their relationship to project success indicators such as adherence to timelines, cost-effectiveness, and quality, in addition to beneficiary satisfaction and project sustainability.

The study adopted a mixed-methods approach (quantitative and qualitative) to achieve a comprehensive understanding of the relationship between the variables. A questionnaire was distributed to a sample of 146 employees working in humanitarian organizations in Hebron Governorate, along with semi-structured interviews to support the quantitative results and deepen their interpretation. The data were analyzed using appropriate statistical methods to measure the strength of the relationship between effective communication and project management success, as well as to identify differences related to personal and organizational variables.

The results showed a statistically significant positive relationship between communication effectiveness and project management success. The study revealed that the effective use of communication technologies contributes to improved coordination among teams, reduced errors, and enhanced adherence to timelines and budgets. The study also recommended adopting clear institutional policies to foster a culture of internal communication, intensifying communication skills training programs, and developing a supportive technological infrastructure. These measures aim to improve performance efficiency and ensure the sustainability of projects within the Palestinian humanitarian context.

Keywords: Effective communication, project management, humanitarian organizations, NGOs, Palestine, Hebron Governorate.

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Chapter one

1. Introduction

Humanitarian service organizations play a vital role in meeting humanitarian and social needs in Palestine, as the country faces significant challenges due to occupation and ongoing conflicts (UNOCHA, 2023). These organizations (HSO) are not only a means of providing assistance but are also a fundamental pillar for building the community and enhancing its capabilities (Zahra, 2021). These organizations rely heavily on effective communication among different teams to achieve their goals successfully. Effective communication contributes to coordinating efforts among members, which helps improve overall performance and reduce resource waste (El-Nawawy, 2020). Moreover, coordination between internal and external teams are considered an essential element in delivering high-quality services. Given the complex conditions faced by these organizations such as financial challenges arising from reliance on external funding and logistical constraints due to barriers and closures, it becomes crucial to enhance communication and coordination mechanisms (Smith, 2019).

This research aims to study the role of effective communication in improving project management within humanitarian organizations. In Palestine. It will analyze the factors affecting the overall performance of these organizations, focusing on enhancing internal and external coordination. By understanding how good communication can contribute to achieving organizational goals, the research seeks to provide practical recommendations to improve the effectiveness of organizations in delivering their services and ensure they meet community needs effectively.

1.1 Background of the Study

Non-Governmental Organizations (NGOs) in Palestine: Definition, Concept, Importance, and Current Reality

Non-governmental organizations (NGOs) are non-profit, independent, non-governmental organizations that implement development or humanitarian projects and services aimed at improving conditions in many areas, such as education, health, relief, and human rights (Lewis & Kanji, 2009). These organizations vary in size and scope; they may be international, local, or even national. Community-based organizations (CBOs) are a form of (NGOs), whose management originates

from within the community and works to meet the needs of the local community through popular participation (Aljazeera, 2015). Non-governmental organizations are emerging as a key player in development and social work, given the complexity of the political and economic landscape, the difficulties facing the performance of official institutions, and the absence of full national sovereignty. Since the establishment of the Palestinian National Authority, Palestine has witnessed a significant increase in the number of non-profit and non-governmental organizations.

Estimates indicate that there are over 3,600 NGOs, including approximately 2,800 in the West Bank and 800 in the Gaza Strip (Palestine Economy, 2023). By 2024, the number of registered NGOs had reached approximately 4,616, with 42% located in the West Bank, 31% in the Gaza Strip, 14% outside Palestine, 11% in Jerusalem, and 2% in the 1948 territories (Sada News, 2023). In terms of sectorial distribution, NGOs are active in a wide range of fields. The education, social services, relief, and health sectors account for the largest share of these organizations' focus. For example, 21.6% of organizations operate in the education sector, while 2.6% are active in agriculture, and 4.7% work in scientific research (Swideg, 2014). Health and social services are among the most prominent areas of focus for a large number of organizations, given the magnitude of societal need in this area, especially in light of recurring political, economic, and humanitarian crises. These organizations also play a pivotal economic role, providing significant job opportunities in the Palestinian market. According to economic reports, NGOs employ more than 40,000 paid workers, with an average of 18 employees per organization (Palestine Economy, 2023).

These organizations also receive external funding estimated at approximately \$1.6 billion annually, which is equivalent to approximately a quarter of the Palestinian Authority's budget (Aljazeera, 2015). Data from the Palestinian Central Bureau of Statistics indicate that the informal sector, which includes many of these organizations, contributes approximately 22% of the Palestinian GDP, equivalent to approximately \$3.7 billion annually (Wafa, 2024). However, NGOs in Palestine face challenges that affect their effectiveness and sustainability. prominent among these challenges are the heavy reliance on conditional external - funding, which

may dictate donor priorities at the expense of national needs - weak internal governance systems, which lead to problems with transparency and accountability; and poor coordination between these organizations and official bodies, which sometimes leads to duplication of efforts or duplication of activities in certain areas at the expense of others (Aljazeera, 2015). These challenges highlight the need to build a regulatory and oversight framework that enhances the independence and efficiency of these organizations.

Finally, it is important to realize that NGOs, especially community-based organizations, are a fundamental pillar in Palestinian societal development, especially in light of ongoing political and economic challenges. Despite the challenges it faces, its significant contributions to providing services, building capacity, and supporting marginalized groups make it one of the most important actors in the Palestinian arena. This calls for further institutional support and organizational development to enhance its role in achieving sustainable development.

Overview of Humanitarian Organizations in Palestine

Non-governmental and humanitarian organizations are among the largest and most numerous organizations providing social services and assistance to the Palestinian people (UN OCHA, 2023). These organizations play a clear and real role in bridging the gaps resulting from war, political and economic instability, and other factors. Certain sectors rely primarily on these organizations, such as the health, education, and psychosocial support sectors, as well as implementing development projects supported by international and local entities. (World Bank, 2022; Sada News, 2023). The Palestinian Central Bureau of Statistics (2017) indicates that non-governmental organizations constitute a small percentage of the total number of establishments operating in Palestine, but they have a significant impact in the humanitarian field (PCBS, 2023; Palestine Economy, 2023). The table 1.3 shows the number of non-profit organizations relative to the size of the private sector. This table 1.3 reflect the limited number of non-profit organizations compared to the size of the private sector, reflecting the urgent need to enhance

the efficiency of these organizations through tools such as project management and effective communication.

By reviewing Table (1.1), which shows the statistical distribution of the types of institutions operating in Palestine, it are revealed that non-governmental organizations constitute a small percentage, with their share in the Palestinian market not exceeding 2.4% of the total number of institutions, compared to private national companies, which constitute 90.9%. Table (1.1) also shows the large gap between the for-profit and non-profit sectors, reflecting the challenges facing non-governmental organizations in an environment dominated by commercial and for-profit nature.

Table (1.1): Distribution of Registered Institutions in Palestine by Type and Ownership, (PCBS, 2025).

Type of Institution	Number	Percentage
Non-Governmental Organizations	3,688	2.4
National Private Companies	139,906	90.9
National Private Companies with Foreign Investment (except Israel)	394	0.3
National Private Companies with Israeli Investment	121	0.1
Foreign Private Companies (except Israel)	138	0.1
Foreign Private Companies from Israel	186	0.1
National Government Companies without Foreign Investment	6	0.0

The Important of Humanitarian Service Organization in Palestine

Humanitarian service organizations play an important role in unstable countries, especially Palestine. The State of Palestine are dominated by political instability, which results in instability in all aspects of life (United Nations, 2023). Therefore, humanitarian service organizations are a fundamental pillar in supporting Palestinian society, which has endured one occupation after another, ultimately ending in the Israeli occupation. The ongoing occupation has led to numerous accumulated political, economic, and humanitarian challenges, as well as internal divisions and successive crises. This has even created an urgent need for the establishment of international non-governmental organizations and local civil society organizations, all of which aim to respond to the humanitarian appeal of affected groups in Palestine. According to reports from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA, 2022), more than 2.1 million Palestinians are in need of some form of humanitarian assistance annually. This underscores the importance of humanitarian organizations providing a variety of services, including:

- a) Food supplies for families suffering from food insecurity.
- b) Educational institutions in marginalized areas, especially in Area C of the West Bank and Gaza Strip.
- c) Medical relief services, mobile clinics, and field hospitals.
- d) Psychological and moral support resulting from the ongoing occupation, exposure to violence, forced displacement, and the trauma associated with loss and the horror of combat for a defenseless population.
- e) Financial support for all groups affected by material damage, including housing and property, and the provision of vocational training opportunities and economic empowerment programs, to contribute to reducing poverty and unemployment (Al-Nawawi, 2020; Smith, 2019).
- f) Organizations also contribute to achieving social solidarity and sustainable development by securing funding to support projects and building partnerships with international organizations (Zahra, 2021).

Challenges Facing NGOs in Palestinian

There are real and practical challenges facing these humanitarian and service organizations despite their urgent necessity and the positive role they play, there are some obstacles or challenges at the management and donor levels, as well as the varying environments within the local community, which limit the effectiveness of these organizations and threaten their continuity (ALNAP, 2020; UN OCHA, 2023). We mention here some of some challenges that should have been studied in this research:

- **Difficulty of movement and political instability:** Confiscation of equipment, military checkpoints, and the closure of crossings and roads constitute a major obstacle to the provision of field services, which in turn leads to delays and difficulty accessing remote areas in need of these services (B'Tselem, 2020).
- **Limited and restricted funding:** Because these organizations rely on international and external funding, which is politically limited or suddenly cut off, this weakens their ability to implement long-term projects (Zahra, 2021).
- **Legal and Regulatory Obstacles:** These organizations face difficulties in obtaining licenses for facilities that contribute to humanitarian and service activities, and in completing legal procedures at the local and international levels. This leads to delayed disbursements of funding, disruption of operational processes, and exposure to delays in obtaining permits, the closure of their offices, or even the freezing of their bank accounts in some cases (OCHA, 2022; Al-Nawawi, 2020).
- **Weak infrastructure:** Especially in remote rural and border areas, internet access is limited, and frequent power outages affect coordination between teams and offices (Abu Saada, 2012).
- **Staff and workers:** A shortage of qualified and trained personnel, especially in technical fields, and corruption among administrative staff, which can lead to employees remaining in their positions for years without rotating or recruiting trained and qualified personnel to keep pace with

technological changes and digital developments, negatively impacting the quality of services provided (Smith, 2019).

- Lack of coordination: While coordination is weak and there is media competition for funding and integration between humanitarian service organizations, this leads to duplication of work and wasted resources (Zahraa, 2021).

Humanitarian service organizations play a fundamental role in the resilience of the Palestinian people, and they need support and assistance in removing the obstacles they face. To achieve this, effective communication and coordination among active stakeholders must be enhanced, and infrastructure should be developed, qualified and advanced personnel should be focused on, and political and funding restrictions and complex laws must be removed. All of this ensures positive results that are reflected in the quality of life for Palestinians, by achieving sustainable development in the Palestinian community, which has long suffered from the woes of the occupation.

Study Area: Hebron Governorate

Hebron is one of the largest Palestinian governorates in terms of area and population, occupying 16.1% of the West Bank (PCBS, 2021). It is also classified as an industrial and commercial governorate, and constitutes an influential population and economic center in Palestine. Referring to the Figure (1.1) showing the location of the Hebron Governorate, it is located in the southern part of the West Bank. It is bordered to the north by the Bethlehem Governorate, to the south by the Negev lands, to the east by the Dead Sea, and to the west by the Green Line lands. Hebron enjoys a strategic location that connects the southern West Bank to its center, all of which makes the Hebron Governorate of special importance among the governorates.

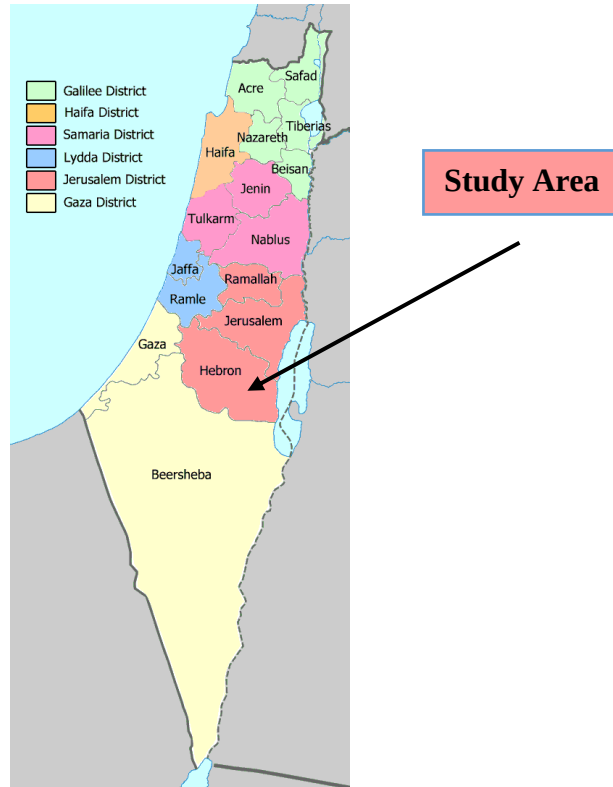


Figure (1.1): Map of the Governorates of Palestine Showing the Location of Hebron, (Wikimedia Commons, 2023)

Geographical and Demographic Indicators

According to the Palestinian Central Bureau of Statistics (PCBS, 2023) the population of Hebron Governorate reached approximately 750,000, distributed among cities, villages, and refugee camps. Youth (under 30 years of age) constitute more than 60% of the governorate's population, reflecting a young demographic profile that is a cornerstone for future development. Geographically, the governorate extends from the southern West Bank and borders important political and geographical areas such as Bethlehem and Jerusalem. It includes the city center of Hebron, in addition to areas such as Yatta, Dura, Adh Dhahiriya, and Halhul.

Shows the distribution of the population of Hebron Governorate according to regions table (1.2), where the city of Hebron represents the largest percentage of the governorate's population at 33%, followed by Yatta at 16% and Dura at 13%. There is a population concentration in certain regions compared to a noticeable population decline in other regions, which causes disparities in the distribution of

services and resources between the governorate's regions, which should be taken into consideration when planning and implementing humanitarian and development projects.

Table (1.2): Estimated Population Distribution in Hebron Governorate by Major Areas, (PCBS a, 2023)

Area	Estimated Population	Percentage of Governorate Population
Hebron City	250000	33
Yatta	120000	16
Dura	95000	13
Adh-Dhahiriya	70000	9
Halhul	50000	7
Other Areas	165000	22

Education Indicators

Hebron includes dozens of public and private schools, as well as several universities and technical colleges, most notably Hebron University and Palestine Polytechnic University. According to data from the Ministry of Education, the following:

- ✓ The illiteracy rate does not exceed 3% among the population over the age of 15.
- ✓ The percentage of those with a university degree (bachelor's degree or higher) reaches approximately 17% of the total adult population.

Economic Indicators

✓ *Industrial Sector*

Hebron is famous for traditional and handicraft industries such as leather, shoes, pottery, and stained glass. According to data from the Ministry of National Economy, the governorate contributes more than 35% of the total Palestinian industrial output (Swideg, 2014).

✓ *Commercial Sector*

The central market in the Old City is one of the oldest markets, and there are an expansion of foreign trade across the southern regions. Data from the Palestine Monetary Authority (2023) indicate that Hebron contributes 18% of the total trade exchange between Palestine and the outside world.

✓ *Agricultural Sector*

Hebron ranks first in Palestine in the production of grapes and olives, and agriculture plays a pivotal role in the economy of the governorate's rural areas.

✓ *Labor Market*

Table (1.3) shows the unemployment rates in Palestine based on statistics from the (PCBS) for the year 2023, which provides a reliable reference framework for analyzing the reality of the Palestinian labor market. The unemployment rate in Hebron is approximately 20%, lower than the general rate in the West Bank (30.7%). The labor force participation rate is estimated at approximately 45%.

Table (1.3): Distribution of Economic Contribution by Main Sector in Hebron for the Year 2023, (PCBS b, 2023)

Sector	Percentage Contribution to the Governorate's Economy
Industry	35
Trade	25
Agriculture	20
Services	15
Other	5

The Contribution of Non-Governmental Organizations (NGOs) to the Hebron Economy

There are numerous NGOs and civil society organizations in the Hebron Governorate that focus on health, education, and agricultural development. Anera, for example, has contributed to the development of agricultural infrastructure by establishing markets and soil analysis laboratories, particularly in Halhul and the southern countryside (Anera, 2023). Organizations such as ActionAid also contribute to the economic empowerment of youth and women by supporting

small businesses and participating in local events as a means of promoting local products and promoting self-sufficiency (ActionAid Palestine, 2022). Organizations such as World Vision and PCAC have also implemented development and service programs in the fields of education and psychosocial care for children in the eastern and southern Hebron areas, contributing to improving the quality of basic services in marginalized areas (World Vision, 2023; PCAC, 2022). Reports such as Sada News (2023) indicate that funding directed to the Hebron Governorate from donors and international agencies is estimated at millions of dollars annually. However, the impact of this funding remains uneven, which aligns with the opinion of researchers such as Palestine Economy (2023), who confirm the existence of a gap between funding and actual results on the ground. This is due to a clear gap in coordination between official bodies and non-governmental organizations, as well as weak monitoring, communication, and evaluation mechanisms. International reports such as the World Bank (2006) recommend the need to strengthen governance, transparency, and effective communication, as this has a clear impact on achieving justice in the distribution of services, and to develop sustainable mechanisms for financing and monitoring the performance of these organizations. Despite the political and financial constraints these organizations face, their contribution remains vital in stimulating local economic growth and providing quality services that strengthen the resilience of Palestinian communities in the Hebron Governorate.

1.2 Problem Statement

Effective communication is an important element in achieving the goals sought by project management (PMI, 2021). To achieve these goals in a successful and distinctive manner, it is necessary to work on improving effective communication within the organization (donors, management, and members) and externally (clients, beneficiaries, and clients) (PMI, 2021; Zwass, 2020). This is especially true within organizations in general and humanitarian organizations in particular, which are often located in countries with political, economic, or health instability, such as Palestine (OCHA, 2023; UNDP, 2022). It is also important to note that these organizations often operate under high pressure, particularly due to

instability and exposure to constant accountability from donors, management, and beneficiaries (Palestine Economy, 2023; Wafa, 2024). This is especially true because these organizations provide vital services such as food distribution, medical aid, education, and housing (World Bank, 2022). From here, the idea of achieving the research objectives, solving the research problems, formulating hypotheses, and defining the main idea of the research (research question) began. This is because ineffective communication means weak or nonexistent communication, which can lead to misallocation of resources, misunderstandings among stakeholders, and failure to achieve project objectives (Lewis, 2017; Kerzner, 2022). We can identify communication problems by clarifying the factors affecting the organization, which are internal and external.

The most important internal factors include unclear roles, the lack of ongoing communication tools, hierarchical sanctions, and the lack of continuous feedback (Hargie, 2021; Cardon, 2020). These factors, combined with a lack of communication with management, reflect poor project management and the resulting failure to achieve objectives. As for external factors, they include difficulty in movement, unstable political climates, and complex communication requirements with donors (Barnard, 2020). Project management in non-profit organizations in Palestine faces unique challenges influenced by the overall political and economic context, particularly in light of the ongoing financial crisis facing the Palestinian government. This underscores the complementary role these organizations play in supporting economic development efforts and improving living standards. These organizations work alongside government agencies as partners in service provision and project implementation, making it imperative to study the effectiveness of project management in this sector, particularly given limited resources and administrative complexities. Hence, the need to examine the quality of project management practices in non-profit organizations as a factor in achieving their development goals, rather than focusing solely on the number of organizations. This all helps identify the factors that affect the achievement and success of humanitarian project objectives after clarifying and addressing them.

The primary problem in this study lies in addressing the direct impact of ineffective communication on project management efficiency in humanitarian service organizations. Our study focused on a specific strategic area: Palestine, due to its global geographic importance, my particular connection to it, and its distinct political, economic, and social complexities. Despite theoretical advances in project management and the importance of communication as a key element in project success (PMI, 2018), applying these theories to (NGOs) faces complex challenges that require careful study, some of which we will mention:

- i. Poor communication with donors and external stakeholders, such as donors and local and international partners, leads to a lack of trust, which limits access to necessary funding and technical support, thus threatening project sustainability (Lewis, 2014).
- ii. The lack of advanced technology tools, or their inadequacy, which results in the ineffective flow of information, limits the ability to make appropriate and timely decisions, especially in an unstable operating environment such as that faced by humanitarian service organizations in Palestine (Al-Zoubi, 2020).
- iii. The lack of transparency, organizational trust, and corrupt or authoritarian organizational cultures affect the quality of internal communication and prevent the transfer or retention of information at a specific administrative level (Alawneh et al., 2021).
- iv. Studies (Zwikael & Smyrk, 2019) have shown that the absence of effective communication channels creates problems that affect the shared understanding between project stakeholders, which is reflected in the timeline and quality of poor quality in projects (NGOs).
- v. Poor coordination between administrative and field teams, which leads to the inappropriate flow of information, which impacts decision-making and increases implementation errors (Doh et al., 2023). Lack of clarity and responsibilities within teams leads to overlap in tasks, reducing efficiency.
- vi. Poor communication with target groups may result in failure to meet their needs and provide services that meet their priorities, which reduces overall satisfaction (Obrecht, 2016).

- vii. The unique circumstances in Palestine, including the occupation and restrictions on movement and work, make it necessary to develop communication strategies specifically designed for Palestine (UN OCHA, 2022). Although numerous studies have emphasized the centrality and importance of communication to project success, there is a lack of research on how communication impacts project management within humanitarian and service organizations (NGOs) in Palestine (PMI, 2018; Abu Khamis, 2021).

Effective communication is one of the most important aspects of the PMBOK Guide issued by the Project Management Institute (PMI, 2021). Figure (2.1) focuses on planning, managing, and monitoring communications throughout the project, with the goal of ensuring effective information exchange among all stakeholders. Several studies have shown that a manager's ability to communicate ideas clearly, build transparent and open communication channels, and understand others are key factors in achieving organizational goals and enhancing team performance (Clampitt, 2020; Barrett, 2023). Recent studies indicate that 90% of managers' time is spent on communication-related activities, such as preparing reports, meetings, and interacting with teams, making effective communication a key factor in their managerial success.

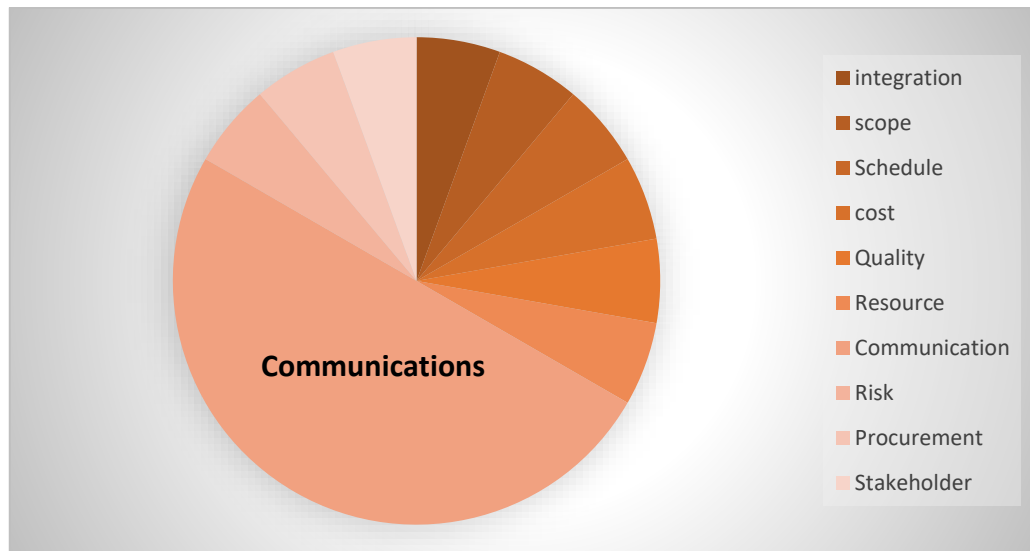


Figure (2.1): Estimated Emphasis on Project Management BOK Knowledge Areas in Relation to Communication Challenges in Humanitarian Projects,
(Source: researcher based on the PMBOK Guide 2025)

1.3 Research Objectives

The major research objective is:

To Understand the Impact of Effective Communication on the Success of Project Management in Humanitarian Organizations in Palestine, and Provide Recommendations for its Improvement.

The detailed objectives include:

1. Studying the role of effective communication in improving project management:
 - Analyzing current communication strategies and identifying factors affecting communication effectiveness.
 - Analyzing the impact of weak, communication (weak technological infrastructure, poor coordination between teams, and lack of cooperation within organizations) on the quality of project implementation and project schedule control (Al-Zu'bi, 2020; Doh et al., 2023).
2. Evaluating the impact of communication on project success:
 - Measuring the extent to which improving communication contributes to reducing errors and increasing implementation efficiency.

- Focusing on initiatives that have successfully overcome field obstacles (Zwikael & Smyrk, 2019). Identifying successful communication in highly effective organizations.
3. Studying the relationship between communication and beneficiary satisfaction:
 - Assessing how good communication with beneficiaries affects the quality of services provided.
 - Improving project management efficiency and success by providing practical and actionable recommendations to improve internal and external communication and enhance transparency and accountability (ObrechtP, 2016; Lewis, 2014).

This study focuses on exploring the relationship between effective communication within internal and external organizational components, and project outcomes in humanitarian service organizations operating in Palestine, which is illustrated graphically in Figure (3.1), under the unique circumstances Palestine is experiencing, whether these are obstacles resulting from the occupation and its resulting major hurdles, or legal barriers and cultural and linguistic differences. The study seeks to devise effective communication strategies to achieve successful project outcomes.

4. Determining the differences in evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective by different according to factors (Gender, Educational Level, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology).
5. Determining the differences in evaluating the evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective by different according to factors (Gender, Educational Level, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology).

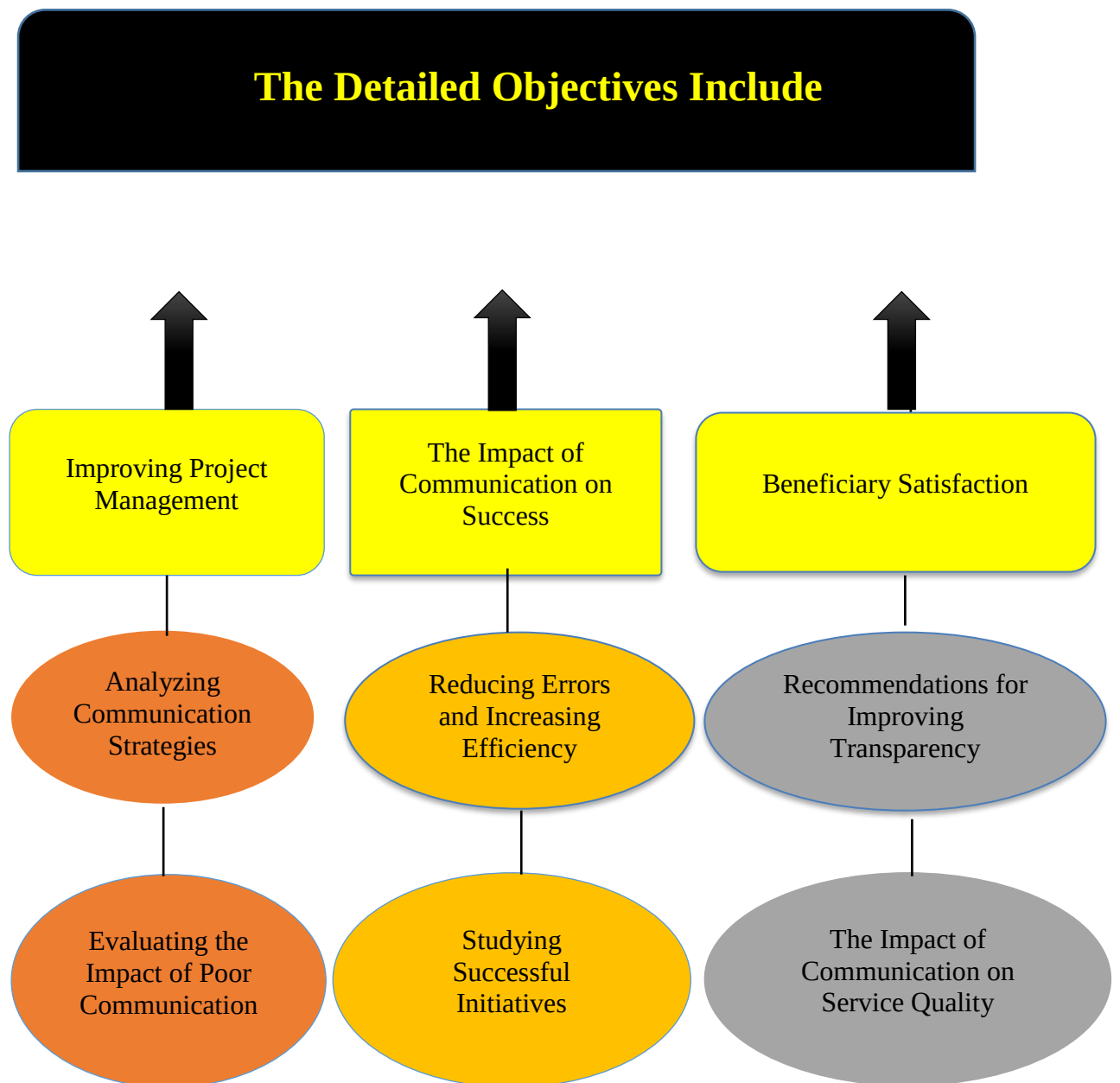


Figure (3.1): The Detailed Objectives Include, (Prepared by the Researcher)

1.4 Research Questions

The major research question is:

How Does Effective Communication Contribute to the Success of Project Management in Humanitarian Organizations in Palestine?

The sub-questions are:

1. What are the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine?
2. What are the perceptions of NGOs employees about the Level of Project Management in Humanitarian Service Organizations in Palestine?
3. Is there a correlational relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees?
4. Are there differences in evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective by different according to factors (Gender, Educational Level, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology)?
5. Are there differences in evaluating the evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective by different according to factors (Gender, Educational Level, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology)?

1.5 Research Hypotheses

Effective communication is expected to be a key factor in the success of humanitarian projects (Abu Khamis, 2021; ALNAP, 2020). The common challenges in the project environment in Palestine, despite the differences in organizational approaches and diverse fields, enhance the ability to address most of the challenges facing humanitarian projects. Furthermore, participants' responses must be transparent and informed to enhance the research findings. In addition, I also want to draw attention to the increasing reliance on remote project management, and formulate the proposed hypotheses in line with

contextual challenges such as limited coordination capacity and geographical fragmentation. They also take into account moderating variables such as team distribution, the type of technology used, and the nature of the project (PMI, 2021; OCHA, 2022; Barrett, 2023).

The first main hypothesis

H1: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

H1.1: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

H1.2: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

H1.3: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

The second main hypothesis

H02: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to Personal variables.

H02.1: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of

communication within humanitarian project teams from NGOs Employees perspective due to the gender variable.

H02.2: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable.

H02.3: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable.

H02.4: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable.

H02.5: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable.

H02.6: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title.

H02.7: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the received formal training in communication skills variable.

The third main hypothesis

H03: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Personal variables.

H03.1: There are no statistically significant differences at the significant level Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the gender variable.

H03.2: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to age.

H03.3: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Educational Level.

H03.4: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Type of Humanitarian Organization.

H03.5: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Years of experience.

H03.6: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Job title.

H03.7: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the training variable.

1.6 Significance of the Study

In light of the crises and wars facing Palestine, and the repercussions of these crises on project management in complex humanitarian contexts, the study's significance lies in two aspects: theoretical and practical (UN OCHA, 2023).

1.6.2 Theoretical Significance

The study focused on highlighting the gap that remains missing in previous studies, research, and literature in clarifying the relationship between effective communication and successful project management in humanitarian organizations (Thomas & Mengel, 2008; Olaniran et al., 2016). This study also focused on the management of non-profit projects, particularly in areas affected by wars and crises, a field rarely addressed in Arabic-language research (Youker, 1999; Ali & Anbari, 2020).

1.6.2 Practical Significance

The study fills a clear gap in its ability to provide applicable strategies to improve the efficiency of humanitarian project management by clarifying the importance of internal in addition, external communication practices (Keyton, 2021; ALNAP, 2020). Poor communication is a major cause of project failure, especially in emergency settings, where delays are not only associated with financial losses but can also lead to serious humanitarian consequences, such as depriving affected people of essential relief services or delaying the delivery of aid to those in need (PMI, 2018; Tushman & Nadler, 1978). This has had a significant impact on the small number of non-profit organizations in Palestine. The study targets a group of stakeholders, serving as a reference:

- ***Donor organizations and partners:*** By highlighting, the importance of strengthening communication channels in supporting performance transparency and increasing the effectiveness of implemented programs and projects.
- ***Academics and researchers:*** It supports the scientific literature on project management in conflict zones and opens new horizons for comparative research in similar contexts such as Lebanon, Syria, and Iraq (Kissi et al., 2019; Müller & Turner, 2010).

- ***Policymakers:*** It helps them recognize the structural changes necessary to support effective communication systems within humanitarian organizations.
- ***Project managers:*** It provides them with tools and strategies to improve coordination and enhance the performance of teams working in humanitarian projects.

The importance of this study is also growing in light of recent technological developments, which provide new opportunities to clarify the understanding of effective communication and its relationship to the success of humanitarian project management in Palestine (Zulch, 2014; Almarzooqi & Sarpong).

1.7 Scope of the Study

This study is limited to a specific scope to ensure the research is focused and manageable.

1. **Geographical scope:** The study focuses exclusively on humanitarian organizations operating in the city of Hebron, located in the southern West Bank, Palestine (UN OCHA, 2023). A high population density and a high concentration of active humanitarian organizations characterize Hebron, making it a relevant area for study.
2. **Research scope:** The study focuses on factors related to communication in project management within humanitarian organizations, excluding other operational areas. This is to maintain a clear scope and allow for an in-depth analysis of communication dynamics (Benjamini and Azoulay, 2020; Al-Marzouqi and Sarpong, 2022).
3. **Organizational parameters:** The study includes medium- and large-sized humanitarian NGOs with an active presence in Hebron (Al-Khader and Al-Ja'bari, 2019; Abu Khamis, 2021).

By defining these boundaries, the study aims to generate contextually relevant and practically applicable insights. Table (1.4) shows the factors affecting communication in humanitarian organizations, and it can display the level of expected influence according to the study.

Table 1.4: Factors Affecting Communication in Humanitarian Organizations, (Source: researcher based on relevant literature Al-Zoubi, 2020; Douh et al., 2023)

Factor	Impact Level
Technology	30%
Training	25%
Infrastructure	20%
Team Interaction	15%
Language Diversity	10%

1.8 Potential Obstacles

Potential obstacles were anticipated during the conduct of this research, potentially impacting data collection, confidentiality, and accessibility, given its sensitive impact on the community. These obstacles include internal communication systems (Lewis, 2017). The ongoing Israeli occupation was a major geopolitical obstacle, significantly influencing mobility, access to data, and fieldwork coordination in the Hebron Governorate. Hebron remains one of the most politically tense areas in the West Bank, with frequent military operations, checkpoints, settler presence, and movement restrictions imposed by the Israeli authorities (B'Tselem, 2023; OCHA, 2024). These conditions not only limit physical access to targeted organizations and beneficiaries but also create an atmosphere of fear and hesitation that influences participant response rates and openness. Furthermore, the security context is often volatile and unpredictable, requiring flexibility in planning research activities. Political instability in Hebron also posed risks to fieldwork activities, including Israeli checkpoints, travel restrictions, and occasional closures (B'Tselem, 2020; OCHA, 2022). Linguistic differences between Arabic and English sometimes led to misinterpretations or the need for clarification, particularly in understanding technical project management terminology (Mazzi and Ravazzani, 2015). Furthermore, varying levels of technological readiness among organizations posed difficulties in obtaining digital records or analyzing communication tools (Zoubi et al., 2018).

Finally, time constraints also led to delays in obtaining appointments and approvals from (NGOs) and lengthy response times for questionnaires, Extending the expected data collection timeline (Ali and Anbari, 2020). Despite these obstacles, adaptive strategies were employed to ensure the research was completed, including flexible interview scheduling to accommodate restrictions and closures, using online surveys and communication tools to overcome physical movement constraints, employing bilingual materials to bridge language gaps, securing letters of support from local (NGOs) to facilitate access, and prioritizing data confidentiality to gain participants trust (Ali and Anbari, 2020; Mazzi and Ravazzani, 2020).

1.9 Conceptual Definitions

Some key terms in the conceptual framework of the research will be clarified and defined to ensure clarity of the concepts used the study. These terms are as follows:

- **Project Management**

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements and achieve project objectives within a specific scope, timeframe, and budget (PMI, 2018).

- **Effective Communication**

The process of exchanging information in a clear and organized manner that ensures understanding between the parties involved and helps achieve objectives. This includes selecting appropriate means and tools, timing messages, and transparency in conveying information (PMI, 2018; Robbins & Judge, 2017).

- **Humanitarian Organizations**

They are non-profit organizations that seek to provide relief support and essential services to groups affected by crises, conflicts, or disasters. They include local and international organizations operating in complex environments (Sphere Project, 2018).

- Project Management Success

Project management success is achieved; when it is implemented within the specified schedule and budget, while achieving planned objectives, achieving quality results, and satisfying stakeholders and beneficiaries (Turner & Müller, 2005).

- Organizational Culture

The set of values, beliefs, and practices prevailing within an organization, which influence employee behavior, decision-making patterns, and communication styles (Schein, 2010).

- Stakeholders

Are all individuals or entities that affect or are affected by a project, such as donors, local partners, beneficiaries, and official bodies (Freeman, 1984).

1.10 Structure of Thesis

I will discuss in general terms the main research problem, which arrived at as follows: (The extent to which effective communication affects the success of project management in humanitarian organizations operating in Palestine). Numerous studies have addressed the necessity of effective communication and its impact on project management outcomes, especially in environments suffering from instability due to wars and other causes and crises (PMI, 2018; Turner & Müller, 2005; Hanafi, 2020). Here, I will address the crisis of effective communication and its impact on project management outcomes in humanitarian organizations in a specific geographic area, namely Palestine. This is to provide effective, scientific, and in-depth practical solutions to this relationship. This study takes into account specific political, geographical, economic, and cultural factors, which will address in detail in the following chapters. The study's outlook will be based on five chapters and is explained as follows:

- **Chapter 1:** Introduction - This chapter presents the research problem, emphasizing the importance of effective communication in managing humanitarian projects, and formulating the research objectives and hypotheses. It also presents the research questions, emphasizing their importance in the Palestinian context, particularly in

Hebron. The introduction paves the way for the entire research, defining its scope, limitations, and expectations contributions.

- **Chapter 2: Literature Review** - This chapter contains a comprehensive review of previous studies, theoretical frameworks, and models related to communication and project management. The focus will be on literature focused on humanitarian organizations operating in conflict-affected or geopolitically unstable areas. This review identifies research gaps and supports the rationale for conducting this study. It also emphasizes the role of communication as a core knowledge area within the Project Management Body of Knowledge (PMBOK® Guide).
- **Chapter 3: Methodology** - Focus on the research design and methodology, explaining the type of approach used (quantitative, qualitative, or mixed), data collection tools such as questionnaires and interviews, the study sample, and data analysis methods. It also addresses ethical aspects and potential challenges during information gathering.
- **Chapter 4: Results** - This chapter presents the study results in an organized manner, using tables and graphs to analyze the relationship between communication effectiveness and project success. It also discusses the impact of factors such as technology, training, and internal coordination on project implementation efficiency.
- **Chapter 5: Conclusions and Recommendations** - This chapter summarizes the main findings of the study and compares them with the original research objectives. It offers theoretical insights and practical recommendations for enhancing communication with in humanitarian organizations, particularly in contexts affected by instability.
- The research findings are expected to contribute to the development of new scientific strategies on the relationship between effective communication and the success of humanitarian projects. Previous studies indicate the importance of developing these strategies in Palestine to enhance effective communication and information flow between specialized teams, and promote transparency and accountability in an organized and practical manner (Mazzei & Ravazzani, 2015; Verma, 2016; Nasr, 2021). The study also focuses on improving communication channels, employing digital technology, and developing training programs in communication skills, as recommended by numerous studies (Alzoubi et al., 2018; Duarte & Snyder, 2019).

The chapter also proposes future research directions to explore this topic further in similar settings.

Chapter two

2. Introduction to Effective Communication

Effective communication is a fundamental pillar of the success of institutional and humanitarian work. Its role is not limited to conveying information, but rather extends beyond that to become a tool for formulating shared understandings, coordinating efforts, and achieving strategic objectives. Academic literature has devoted significant attention to defining this concept, with definitions varying between those that focus on the clarity of the message, those that emphasize its impact on individual behavior, or its ability to generate a mutual response that reflects a shared understanding between the parties (Clampett, 2020; Littlejohn & Foss, 2011; Beebe et al., 2023). The concept of communication has a rich historical context, beginning with primitive signs and symbols, passing through rhetoric and oratory in ancient civilizations, and finally the printing and mass media, followed by the digital revolution, which brought about a qualitative transformation in the nature of messages and the methods of their exchange. This evolution not only reflects technological change, but also highlights the role of culture and the social environment in shaping interaction patterns and ways of exchanging meanings (Carey, 2009; Eisenstein, 1980; Castells, 2010).

Classical and contemporary theories explain these transformations from multiple perspectives. Early models, such as those of Shannon, Weaver, and Lasswell, focused on the technical and media dimensions of information transfer (Shannon & Weaver, 1949; Lasswell, 1948), while more recent theories have sought to integrate cultural, social, and political factors into the analysis of the communication process, such as Hall's cultural context theory (Hall, 1976) and critical discourse analysis (Fairclough, 1995). This contrast demonstrates that the effectiveness of communication is not limited to the technical structure, but is also influenced by the contexts in which it is practiced and by individuals' ability to interact symbolically and manage meanings. Understanding the elements of the communication process, from sender, message, and receiver, to channels and media, and finally feedback, is essential for assessing the quality of communication (Goleman, 2017; Parker & Angelopulo, 2022). These elements are divided into multiple types, including verbal, nonverbal, written, and digital, each of which has its place in complex and culturally diverse humanitarian environments. The true value lies in combining these modes to ensure clear communication and foster positive interactions with beneficiaries (Knapp et al., 2021; Guffey & Loewy, 2022; UNICEF, 2023).

Communication is increasingly important in humanitarian project management, as it is a critical component in all phases of a project, from planning and coordination to implementation, follow-up, and closure. The absence of clear communication channels leads to poor coordination and duplication of efforts, while effective communication contributes to enhancing efficiency, supporting transparency, and ensuring the optimal use of resources (PMI, 2021; Kerzner, 2022). Its role is also clearly evident in times of crisis and conflict, as it becomes a means of managing emergency situations, building trust between parties, and mobilizing support for a more effective response (UNHCR, 2020; Sphere Handbook, 2022). However, the communication process in humanitarian organizations faces a number of challenges, some of which are related to cultural and linguistic differences, as well as organizational structures or limited technological infrastructure. These obstacles force organizations to develop alternative strategies, such as enhancing cultural awareness, employing technology flexibly, and establishing internal policies that enhance information flow (Ting-Toomey, 1999; World Bank, 2018; ALNAP, 2020).

Based on these data, this chapter presents the theoretical framework for effective communication by discussing its definitions and historical development, reviewing the most prominent theories and models that explain it, and analyzing its elements, forms, and roles in managing humanitarian projects. The chapter also addresses the challenges and obstacles that may hinder its effectiveness, in addition to reviewing and analyzing previous studies, with the aim of providing a comprehensive knowledge base that contributes to building a comprehensive vision of the relationship between communication effectiveness and the success of humanitarian projects (Bryde et al., 2020; ALNAP, 2023).

2.1 The Linguistic and Terminological Definition of Effective Communication

Linguistic Definition

The word communication is derived from the root "wasla," meaning to connect and link things. "People communicate" means to exchange and talk (Al-Mu'jam Al-Wasit, 2004). Communication is derived from the verb "to communicate," meaning to participate in the continuous and organized reception or transmission of messages.

In English, the concept of communication comes from the Latin word *communicare* which highlights the idea of sharing, interaction, and exchange of meaning (Oxford English Dictionary, 2022).

Terminological Definition

There are more than one terminological definition of effective communication in the social sciences and management literature, but they share a focus on shared understanding and behavioral outcomes. Clampett (2020) defined it as "the process by which information, meanings, ideas, and feelings are exchanged between individuals or groups, with the aim of achieving mutual understanding and influence. Clampett (2020) described effective communication as a process through which meanings, ideas, and emotions are exchanged to reach mutual comprehension and influence. Littlejohn and Foss (2011) emphasized that for communication to be effective, it requires clarity of the message, relevance to the receiver's context, and feedback mechanisms that secure mutual understanding. Keyton (2021) highlighted that effectiveness is determined not only by transmitting information but also by how the message influences organizational behavior and supports goal achievement. Verderber et al. (2022) considered it a process shaped by managing intentions and cultural context, aiming to achieve a shared interpretation of symbols and meanings. Hargie (2021) added that it involves both verbal and non-verbal skills, requiring balance between sender and receiver, and should be characterized by clarity, precision, and responsiveness. Beebe et al. (2023) presented a psychological perspective, viewing communication as a dynamic exchange shaped by language, culture, and emotions. Schramm (2020) stressed that communication is most effective when the sender and receiver share similar areas of knowledge and expertise.

Summary of the basic characteristics of effective communication includes:

- Having a clear purpose for the message.
- Using language that is appropriate and understandable to the other party.
- Adapting the message to the social and cultural context.
- Providing feedback to ensure understanding.

- Achieving a behavioral or cognitive impact on the recipient.

Researchers have contributed to interpreting the dimensions of effective communication within organizational and human contexts. Recent studies have focused on concepts such as mutual influence, symbolic dimensions, and cultural and emotional context. Recent contributions such as those of Clampett (2020) and Keyton (2021) emphasize shared understanding and behavioral regulation, while Beebe et al. (2023) and Verderber et al. (2022) underline the symbolic and cultural aspects. Table (2.1) summarizes the most prominent of these studies, indicating each researcher or reference's focus on a specific aspect of the communication process.

Table (2.1): Comparison of Modern Definitions of Effective Communication

Researcher/Source	Year of Publication	Main Focus
Clampett	2020	Mutual Influence and Shared Understanding
Littlejohn & Foss	2011	Contextual Dimension and Conditions of Effectiveness
Keyton	2021	Regulatory Influence of Behavior
Verderber et al.	2022	Symbolic Interactionism and Intention Management
Hargie	2021	Interactional Skills and Symbolic Balance
Beebe et al.	2023	Emotional and Cultural Context
Schramm	2020	Similarity of Fields of Expertise

Building effective communication requires a set of basic requirements that form the foundation of any successful communication process in organizational and humanitarian contexts. These requirements include clarity of the message, feedback, selection of the appropriate channel, cultural awareness, and the ability to listen effectively. Figure (2.1) provides a visual representation that summarizes the most prominent of these requirements, illustrating their interconnectedness and role in improving the quality of communication and achieving its goals.

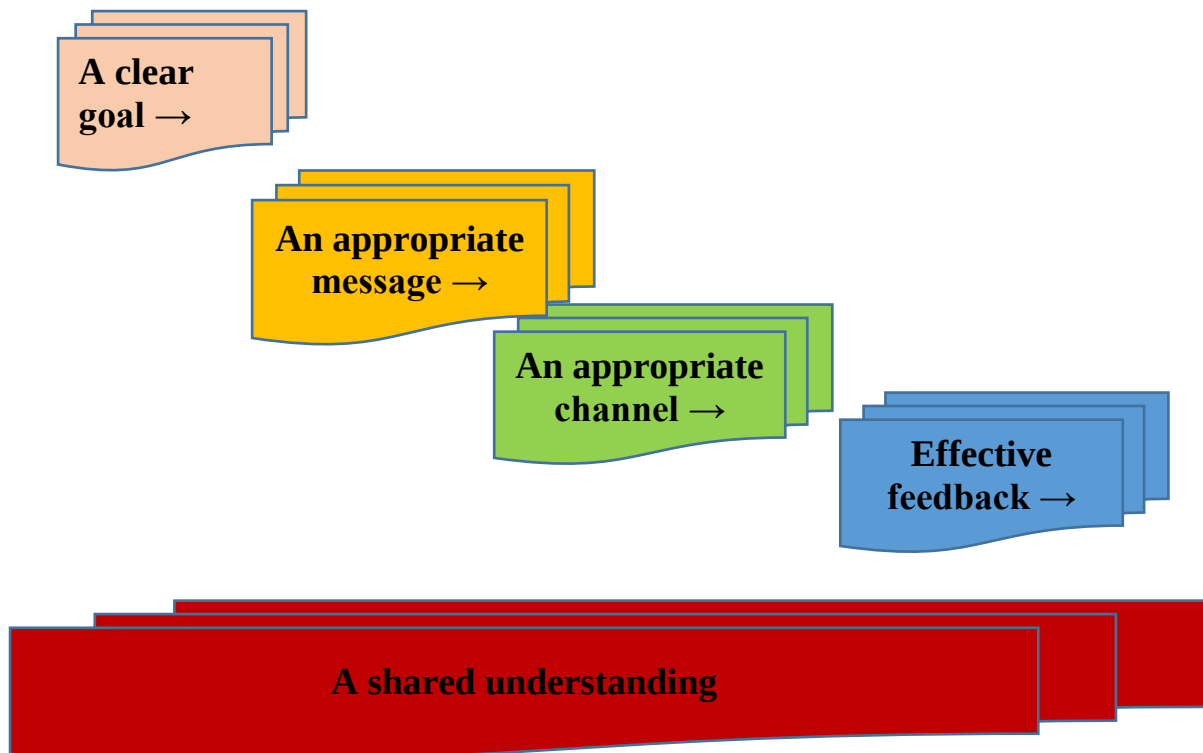


Figure (2.1): Requirements for Building Effective Communication

2.1.1 The Concept of Communication across the Ages

Human communication has evolved over the ages, reflecting the means of expressing thoughts and feelings and reflecting societal development. From the use of symbols to modern digital communication technologies, this development reflects the influence of technology and culture on human communicative behavior.

1. Primitive Ages:

In the earliest times, communication relied on symbols, sounds, and basic gestures that expressed essential needs such as food, safety, and belonging (Carey, 2009).

2. Classical Ages:

With the rise of Greek and Roman civilizations, communication became linked to rhetoric and oratory, where philosophers such as Aristotle laid the foundation of persuasion and structured speech. Written forms existed, but oral communication remained central in governance and education (Aristotle, 350 BC).

3.The middle Ages:

The church dominated communication, shaping it with religious content and restricting literacy to elites. This era marked the gradual emergence of local languages and a hierarchical form of communication (McLuhan, 1964).

4.The Printing Age:

The invention of the printing press by Gutenberg in the 15th century revolutionized knowledge transfer, enabling widespread distribution of books and reformist ideas, and fostering broader public awareness (Eisenstein, 1980).

5.The Modern Age:

During the Industrial Revolution, communication shifted to new technological tools such as the telegraph, telephone, and radio, which expanded interactions from local to global. This stage also witnessed the birth of scientific approaches like the Shannon-Weaver model (Shannon & Weaver, 1949).

6.The Digital Age:

With the advent of the internet and social media, communication became instantaneous and interactive, allowing individuals and institutions to engage across boundaries. This digital transformation reshaped institutional communication, making it more transparent and participatory (Castells, 2010; Kaplan & Heinlein, 2014).

Communication methods and forms have witnessed successive developments throughout human history, with each stage forming its own communicative characteristics linked to the prevailing cultural and technical context at the time. These began with symbols and drawings in primitive times, through rhetoric and oratory in the classical era, then printing and mass communication in the industrial era, and finally, interactive digital communication in the modern era. Table (2.1.1) explain the most important features of the communication process in each historical stage, in addition to the most prominent references that addressed these developments in communication literature.

Table (2.1.1): Stages of Development of the Concept of Communication

Historical Stage	Communication Features and Basic Means	Reference
Primitive	Signs, Drawings, Sounds, Body Language, Inscriptions	Carey, 2009
Classical	Oratory, Rhetoric (Oral), Manuscripts	Aristotle, 350 BC
Medieval	Religious, Hierarchical (Religious Texts, Sermons)	McLuhan, 1964
Printing	Educational, Critical (Books, Newspapers)	Eisenstein, 1980
Industrial	Widespread and technology-driven (Telephone, Radio)	Shannon & Weaver, 1949
Digital	Instantaneous, Interactive (Internet, Applications)	Castells, 2010

Technological developments have brought about radical changes in the nature of communication, whether in terms of the media used, the speed of interaction, or its reach. Communication has become more instantaneous and interactive, with a greater capacity to customize messages and multiple access channels. Figure (2.1.1) explain how technology has impacted various elements of communication, indicating a radical shift from traditional models to more complex and flexible digital communication environments.

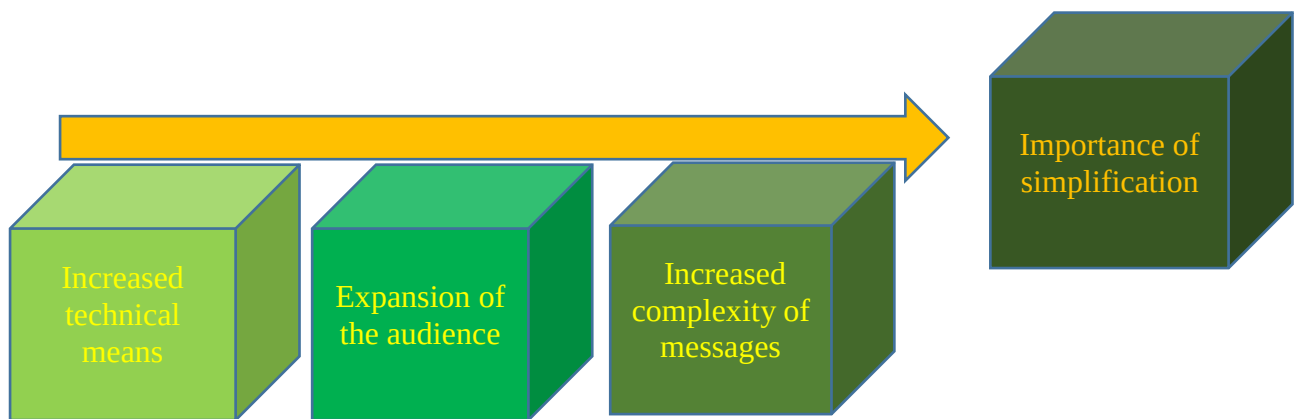


Figure (2.1.1): The Impact of Technology on the Nature of Communication

2.1.2 Communication Schools and Theories (Classical and Modern Theories)

How to convey messages effectively requires an understanding of communication theories. There are many theories that explain the mechanisms of understanding communication, ranging from simple models to complex models that take into account the social, cultural, and political contexts. This section will focus on explaining classical theories and modern theories that have evolved with technology.

– Classical Theories of Communication

- Shannon and Weaver Model (1949): A linear model focusing on technical transmission of information, highlighting the elements of sender, channel, receiver, and potential interference (noise).
- Lasswell Model (1948): Analyzes communication through five guiding questions (who, what, channel, to whom, with what effect), focusing on media influence.
- Berlo's Model (1960): Adds a human dimension by emphasizing the role of communication skills, attitudes, and knowledge of both sender and receiver.

- Symbolic Interactionism (Blumer, 1969): Views communication as a process of constructing shared meanings through interaction rather than merely transmitting information.
 - Modern Communication Theories
- Cultural Context Theory (Hall, 1976): Explains how cultures differ in communication styles, distinguishing between high-context (implicit) and low-context (explicit) styles.
- Uses and Gratifications Theory (Katz, Blumler, & Gurevich, 1973): Focuses on how audiences actively use media to satisfy needs such as information, social interaction, and entertainment.
- Critical Discourse Analysis (Fairclough, 1995): Examines how language and texts reflect power relations and social structures.
- Digital Communication Model (Baym, 2010): Highlights the role of digital platforms in shaping new communication patterns and altering traditional interaction.

Finally, the literature specializing in communication sciences reveals a multiplicity of models and theories that have sought to explain the mechanisms of communication and its various dimensions, from technical to social and cultural perspectives. Shannon and Weaver's models focused on the engineering aspects of message transmission, while Lasswell addressed the elements of media communication. Interactional models, such as Berlo's model and symbolic interaction theory, highlighted the human and social dimension of the communication process. Theories such as cultural context and uses and gratifications theory analyzed the influence of culture and individual motivations, while critical discourse analysis highlighted the authoritarian and political dimension. Table (2.1.2) shows a comprehensive comparison between the most prominent of these theories in terms of their main contributions, basic ideas, and scope, in addition to their advantages and limitations.

Table (2.1.2): Comparison between Classical and Modern Theories

Theory	Main Contributor	Main Idea	Scope	Advantages	Limitations
Shannon and Weaver's Model	Claude Shannon and Warren Weaver	Transmission of a message from a sender to a receiver	Communication engineering	Simple and clear	Does not take into account social interaction and context
Lasswell's Model	Harold Lasswell	Analysis of the elements of media communication	Media	Analytical and comprehensive	Does not consider personal interactions
Berlo's Model	David Berlo	Characteristics of the sender, receiver, and message	Personal communication	Adds the human dimension	Does not cover cultural dimensions
Symbolic Interactionism	Herbert Blumer	Constructing meanings through social interaction	Sociology	Focuses on interaction and meanings	Does not explain the technical process

Cultural Context Theory	Edward T. Hall	The influence of culture on communication patterns	Cultures	Addresses cultural differences	May ignore individual differences
Uses and Gratifications Theory	Katz, Blumler, Gurevitch	Motives for media use	Media	Explains audience behavior	Does not focus on the impact of messages
Critical Discourse Analysis	Norman Fairclough	Analysis of power and dominance in discourse	Social sciences	Addresses the political dimension	Complex and difficult to apply
Digital Communication Model	Nancy Baym	The impact of modern technology on communication	Technology	Keeps pace with technological development	Does not focus on traditional communication

Although the Shannon-Weaver model is considered a classic for explaining the communication process, its modification to include the social and cultural dimension has given it greater depth and realism, especially in multicultural settings such as humanitarian organizations. Figure (2.1.2) highlights the modified version of this model, which integrates the social and cultural context into the elements of communication, demonstrating how the social and cultural backgrounds of both the sender and receiver influence the interpretation of the message and the effectiveness of communication.

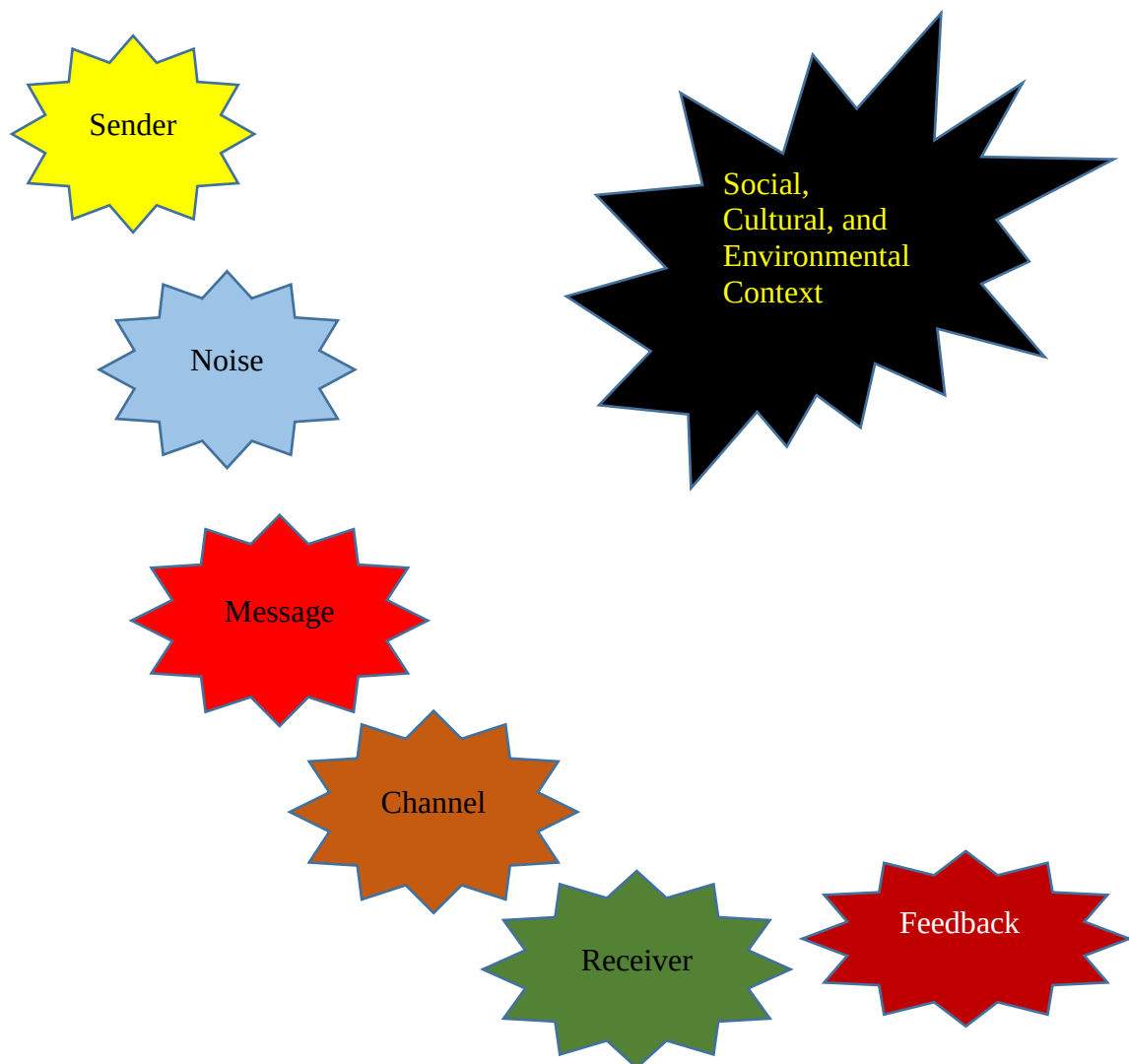


Figure (2.1.2): Shannon and Weaver's Modified Model, Taking into Account the Sociocultural Context

2.1.3 The Difference between Effective and Ineffective Communication

Communication plays a central role in all areas of life, especially in the humanitarian work environment, which relies heavily on the precise transfer of information between organizations, individuals, and teams to ensure the achievement of objectives and the provision of appropriate support to beneficiaries. Effective communication ensures that messages are delivered clearly, accurately understood, and interacted with in a way that supports the achievement of objectives. Ineffective communication leads to delayed decision-making, errors, and misunderstandings, negatively influencing the success of humanitarian projects and operations.

1. Definition of Effective and Ineffective Communication

It is the clear and succinct exchange of information, allowing the recipient to understand the message, with feedback confirming this understanding (Clampett, 2020). This communication is synchronized between the sender and receiver in terms of meaning, context, and purpose. Ineffective communication is a transmission process characterized by unclear, disorganized, or ambiguous messages, leading to the message not being understood as intended by the sender, being ignored, or being misinterpreted (Knapp and Daly, 2011). This often leads to poor coordination, delayed actions, and a loss of trust.

2. Reasons for the Differences between Effective and Ineffective Communication

Message Clarity

- In effective communication, the message is concise, directed at the intended audience and clear, using linguistically and culturally appropriate language (Baker, 2021).
- In ineffective communication, the message may be complex or contain ambiguous terms, leading to ambiguity (Gudykunst, 2003).

Interaction and Listening

- Effective communication requires active listening with feedback to confirm understanding (Rogers and Farson, 1957).

- In ineffective communication, listening is absent or superficial, and no clarify feedback (Knapp and Daly, 2011).

Choosing the Appropriate Channel

- In effective communication, the appropriate communication channel is chosen based on the nature of the message and the receiver, such as email for official correspondence or face-to-face discussions for sensitive topics (IFRC, 2019).
- Ineffective communication, the wrong communication channel may be used, such as sending complex information via text messages, resulting in a lack of sufficient details (ALNAP, 2020).

Timeliness

- Effective communication focuses on sharing information promptly to facilitate quick and effective decision-making (UNHCR, 2020).
- Delays in communication or sending messages at inappropriate times may lead to workflow disruption or coordination failure (World Bank, 2018).

Respect for Cultural and Social Context

- Effective communication takes into account social and cultural backgrounds, adapting style and wording accordingly (Ting-Toomey, 1999).
- Ineffective communication, ignoring cultural differences may lead to higher chances of misunderstanding (Judy Konst, 2003).

3. Effects of Effective and Ineffective Communication in the Humanitarian Environment

A. Effective Communication:

- Supports timely and informed decision-making (Clampett, 2020).
- Enhances collaboration and coordination between teams and beneficiaries (Baker, 2021).

- Reduces conflicts through shared understanding among teams or partners (Rogers and Farson, 1957).
- Builds trust, supporting continuity and goal achievement (ALNAP, 2020).

B. Ineffective Communication:

- Delays interventions due to unclear messages (UNHCR, 2020).
- Weakens coordination, leading to duplication or missed tasks (Knapp and Daly, 2011).
- Increases conflict because of misinterpretations (Ting-Toomey, 1999).
- Erodes trust among stakeholders because of errors and delays (ALNAP, 2020).

The quality of communication is a critical factor in the success or failure of organizational performance, with outcomes varying greatly between effective and ineffective communication. Effective communication is characterized by clarity of message, selection of appropriate channels, and respect for cultural contexts, which positively influences cooperation, decision-making, and trust building. In contrast, ineffective communication leads to ambiguity, misunderstanding, and weak interaction, leading to faltering coordination and loss of trust. Table (2.1.3) compares the most important aspects of effective and ineffective communication, and the impact of each on the work environment and the outcomes of organizational interaction.

Table (2.1.3): Effective vs. Ineffective Communication

Aspect	Effective Communication	Ineffective Communication
Message Clarity	direct and Clear message	Vague or complex message
Listening and Interaction	Active listening with constructive feedback	Superficial or absent listening
Channel Selection	Appropriate channel depending on message and context	Inappropriate channel usage
Timing	Message delivered at the right time	Delayed or poorly timed message

Cultural Context Respect	Considers cultural and social differences	Ignores cultural context
Impact on Work	Enhances collaboration, decision-making, and trust	Leads to Poor coordination, delays and loss of trust
Interaction Outcomes	Positive response and behavioral change	Negative or no response

4. Communication Process Models

Figure (2.1.3) illustrates the cycle of effective communication, which begins with sending a clear message through an appropriate channel, receiving it accurately, and providing feedback to make necessary adjustments. This continuous process ensures successful communication and promotes understanding and engagement within the workplace or any other context.

Sender → Clear Message → Appropriate Channel → Effective Reception → Feedback → Message Modification → Successful Communication.

Figure (2.1.3): The Effective Communication Cycle

Figure (2.1.4) illustrates the cycle of ineffective communication, which starts when an unclear or confusing message is sent through an unsuitable channel, leading to weak reception and lack of feedback. This sequence of issues results in misinterpretation and failure to achieve intended outcomes, emphasizing the need for clarity and proper channel selection to ensure effective communication.

Sender → Ambiguous Message → Inappropriate Channel → Superficial or Negative Reception → No Feedback → Misunderstanding → Failure to Achieve Goals.

Figure (2.1.4): The Ineffective Communication Cycle

2.1.4 Characteristics of Effective Communication in the Humanitarian Environment

Effective communication is vital to the efficiency and success of humanitarian activities. It enhances coordination among field teams, strengthens relationships with beneficiaries, and ensures the effective delivery of aid. The humanitarian environment is characterized by complex and overlapping challenges—political, logistical, and cultural—that make communication a strategic necessity rather than a simple exchange of information (Active Learning Network for Accountability and Performance in Humanitarian Action, 2020; International Federation of Red Cross and Red Crescent Societies, 2019).

1. Clarity and Transparency

Messages should be simple, structured, and easily understood to prevent confusion or counterproductive outcomes. Clarity involves not only word choice but also simplifying complex ideas to match the knowledge and background of team members and beneficiaries (Baker, 2021). Transparency fosters mutual trust and accountability by promoting the open exchange of information on operations, decisions, and resources (ALNAP, 2020).

2. Active Listening

Active listening is a key feature of effective communication in humanitarian contexts, as it helps organizations accurately grasp beneficiaries' needs. This includes attentive engagement, withholding judgment, and asking clarifying questions. According to Rogers and Farson (1957), such listening creates a safe and open environment for dialogue, promoting transparency and participation.

3. Respect for Cultural and Social Diversity

Understanding and valuing cultural differences is fundamental to preventing miscommunication and conflict (Ting-Toomey, 1999). Effective communication

requires respecting traditions, choosing culturally appropriate language, and considering how nonverbal cues may vary across societies (Hall, 1976).

4. Flexibility and Adaptability

Communication strategies should be responsive to change. Flexibility in adopting traditional and modern tools, tailoring messages to evolving circumstances, and selecting suitable channels improves communication efficiency (World Bank, 2018).

5. Speed and Accuracy in Conveying Information

Humanitarian work demands quick and reliable communication to support timely decision-making. A communication system that ensures speed and precision enables better response to crises, while delays or misinformation can undermine aid effectiveness (UNHCR, 2020).

6. Use of Multiple and Diverse Methods

Employing a blend of communication channels—from digital tools to in-person interaction—helps reach various stakeholder groups. Examples include SMS alerts, social media, radio broadcasts, and direct meetings (IFRC, 2019).

7. Accountability and Transparency

Accountability involves taking ownership of messages and their consequences, as well as providing accessible feedback mechanisms for beneficiaries to share opinions or complaints (ALNAP, 2020). This process promotes trust, collaboration, and participatory engagement across humanitarian operations.

This creates a supportive environment for collaboration and builds trust. The humanitarian work environment demands high standards for effective communication, given its sensitivity and multiplicity of stakeholders. Studies indicate a number of essential characteristics that enhance effective communication in this context, such as clarity and transparency, active listening, respect for cultural diversity, flexibility, speed and accuracy, multiple communication channels, and accountability. Together, these

characteristics contribute to improving response, building trust, and ensuring community participation. Table (2.1.4) explain the most prominent of these characteristics, the impact of each on the humanitarian work environment, and the references that address them.

Table (2.1.4): Comparing the Characteristics of Effective Communication in the Humanitarian Work Environment

Feature	Description	Impact in Humanitarian Work	Reference
Clarity and Transparency	Simplifying messages and transparency in information	Building trust and reducing misunderstandings	Baker, 2021; ALNAP, 2020
Active Listening	Receiving messages attentively without premature judgments	Deeper understanding of beneficiaries' needs	Rogers & Farson, 1957
Respect for Cultural Diversity	Considering cultural and social differences	Reducing conflicts and misunderstandings	Ting-Toomey, 1999; Hall, 1976
Flexibility	Adapting to changing conditions and using various methods	Continuity of communication and achieving objectives	World Bank, 2018
Speed and Accuracy	Delivering information timely and accurately	Improving emergency response operations	UNHCR, 2020
Use of Multiple Channels	Diversifying traditional and modern channels	Comprehensive and effective delivery	IFRC, 2019
Accountability	Assuming responsibility and providing channels for review	Enhancing trust and participation	ALNAP, 2020

2.2 Elements of the Communication Process

2.2.1 The Sender

The sender plays a pivotal role in the communication process, being the individual who initiates and conveys a message that includes information, emotions, or ideas. The overall success of communication largely depends on the sender's linguistic proficiency, social awareness, and ability to interpret the context while understanding the audience's expectations and background.

Characteristics of an Effective Sender

1. **Clarity:** The sender should communicate ideas using simple, structured, and unambiguous language to ensure that the receiver grasps the intended meaning effectively (Parker & Angelopoulou, 2022).
2. **Subject Expertise:** Possessing comprehensive knowledge and familiarity with the topic strengthens the sender's confidence and enables them to manage inquiries or unexpected challenges (De Janasz et al., 2023).
3. **Emotional Intelligence:** The capacity to perceive and appropriately respond to others' emotions enhances connection and facilitates a more positive reception of the message (Goleman, 2017).
4. **Credibility and Integrity:** Trustworthiness is a fundamental quality that directly shapes how the receiver evaluates and accepts the message. Research emphasizes that messages delivered by credible senders tend to be more persuasive (Kouzes & Posner, 2021).
5. **Adaptability:** An effective sender is able to adjust their communication approach to align with variations in audience culture, language, and education level, ensuring context-sensitive delivery (Gudykunst & Kim, 2021).

Sender Skills

1. **Select Suitable Language:** Formulate the message using terms and expressions that are familiar and appropriate to the intended audience (Keyton, 2017).
2. **Incorporate Visual Aids:** Utilize illustrations, charts, and multimedia elements to clarify complex points and strengthen the message's impact.
3. **Maintain Vocal Clarity:** A clear tone and expressive delivery help ensure accurate understanding and sustain audience attention.

4. Use Effective Body Language: Gestures, posture, and facial expressions should align with the verbal message to reinforce meaning and credibility.
5. Apply Persuasion Techniques: Employ logical reasoning, emotional appeal, and evidence-based arguments to increase influence and message acceptance (Perloff, 2020).

Effective communication therefore demands a blend of technical, emotional, and adaptive skills that allow individuals to transmit their ideas coherently and build meaningful engagement, particularly within professional and humanitarian contexts. These include linguistic clarity, subject expertise, cultural adaptability, emotional awareness, credibility, and persuasive presentation. Table (2.2.1) summarizes the main sender skills, their brief descriptions, and key references addressing each.

Table (2.2.1): Effective Sender Skills

Skill	Brief Description	Source
Clarity	Simple and direct language	Barker & Angelopulo (2022)
Credibility	Trust and consistency between words and actions	Kouzes & Posner (2021)
Subject Knowledge	Detailed understanding of the content	De Janasz et al. (2023)
Cultural Adaptability	Adjusting the style based on the audience	Gudykunst & Kim (2021)
Emotional Intelligence	Awareness and responsiveness to emotions	Goleman (2017)
Use of Visual Aids	Enhancing understanding and impact	Keyton (2017)
Persuasion Skills	Supporting the message with arguments and logic	Perloff (2020)

The importance of the sender in influencing message quality

1. Shapes the Initial Impression: The sender's demeanor and presentation set the tone for the entire communication process (Heath & Bryant, 2021).
2. Facilitates Message Reception: A sender perceived as competent and confident increases the likelihood of the message being well received.
3. Determines the Communication Climate: The sender's interaction style influences relational dynamics and helps in building mutual understanding and cooperation.

2.2.2 The Message

The message constitutes the central element of any communication process, representing the content transmitted from the originator to the recipient, whether it involves an idea, data, or emotion. The effectiveness of communication relies on how the message is structured, articulated, and aligned with its specific purpose and situational context.

Objectives of Communication Messages

In humanitarian operations, the intent of messages differs based on the audience and situation—they may aim to clarify aid procedures, raise public awareness of health hazards, or encourage donor participation (International Federation of Red Cross and Red Crescent Societies, 2022).

1. Explanation: Provide clarification and understanding.
2. Negotiation: Achieve mutual agreement or compromise between parties.
3. Persuasion: Influence attitudes or reshape perceptions.
4. Emotional Expression: Convey empathy and build psychological support.
5. Motivation: Stimulate positive action or behavioral change.
6. Information Sharing: Deliver accurate and timely knowledge or facts.

Message Development

Designing an effective message demands awareness of linguistic, cognitive, and contextual dimensions.

1. Message Clarity: Ensure that the message is focused, accurate, and easily understood.

2. **Language Appropriateness:** Use terminology that fits the cultural and linguistic norms of the audience.
3. **Tone and Style:** Select a formal or informal approach depending on the context and purpose.
4. **Logical Organization:** Present ideas in a coherent, sequential structure to facilitate comprehension.
5. **Contextual Sensitivity:** Consider factors such as organizational setting, timing, and cultural or political nuances.

Message delivery methods

1. **Direct Approach:** Applied when sharing explicit and factual information, such as formal notices on aid allocation.
2. **Visual Approach:** Incorporates images, icons, or infographics to simplify and accelerate message delivery.
3. **Storytelling Approach:** Utilizes narratives and real-life examples to capture attention and foster engagement, particularly in humanitarian awareness initiatives (UNICEF, 2021).
4. **Persuasive Approach:** Aims to shape opinions or encourage support by combining reasoning, credibility, and emotional appeal.

Creating a message suited to the humanitarian field involves multiple strategic considerations, as illustrated in Figure (2.2.1). These include defining a clear purpose, understanding beneficiary needs, respecting cultural and social contexts, and integrating accurate information to ensure effective message transmission. Such practices ultimately strengthen communication efficiency and support the realization of humanitarian objectives.

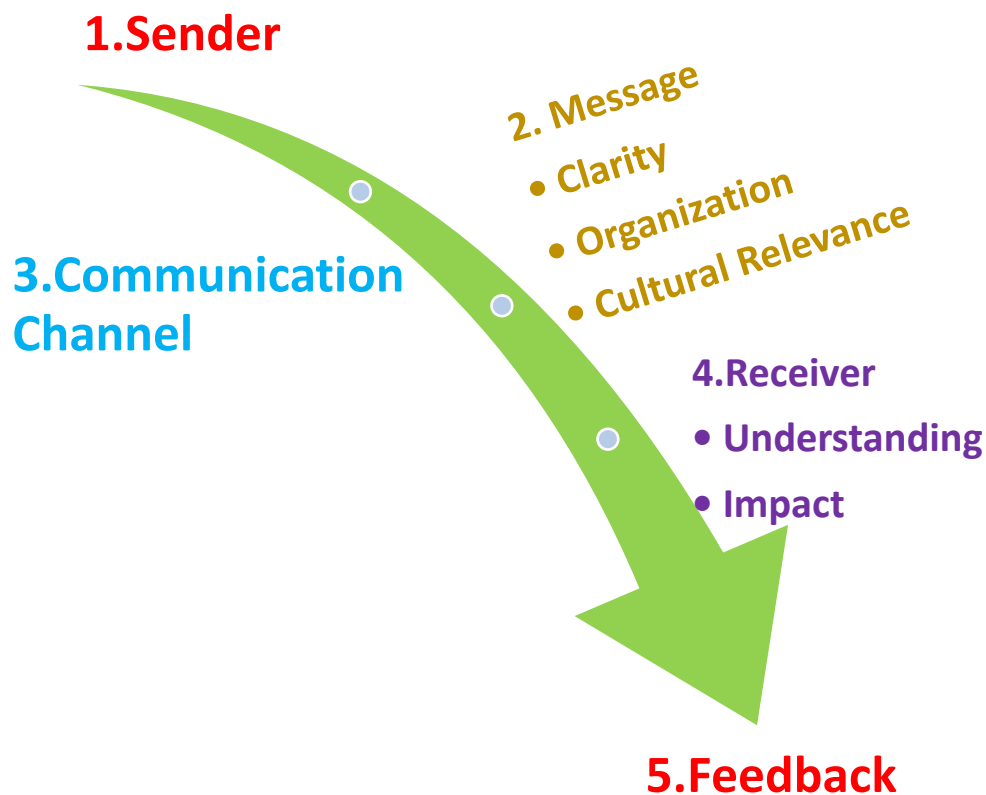


Figure (2.2.1): Constructing Message in Humanitarian Work Environment

2.2.3 The Receiver

The receiver represents a central component in the communication process, as the effectiveness of communication is ultimately evaluated by their ability to interpret the message accurately, internalize its meaning, and provide an appropriate response. The extent of this success depends on several factors, such as the receiver's cognitive capacity, attention span, cultural background, and emotional state.

Stages of Message Comprehension

1. Initial Perception: Recognizing and identifying words, images, or signals received from the sender.
2. Cognitive Interpretation: Translating and decoding symbols through prior experiences and existing knowledge.

3. Critical Evaluation: Assessing the accuracy, intent, and reliability of the message and its sender.
4. Contextual Awareness: Interpreting the message within the appropriate social and cultural environment.

Methods of Receiving

1. Active Listening: Considered one of the most vital approaches to message reception, it requires undivided attention, suitable body language, and direct eye contact, while avoiding psychological distractions (Rogers & Farson, 1957).
2. Nonverbal Interpretation: In nonverbal interactions, the receiver must be capable of analyzing facial cues, tone variations, and gestures to extract meaning (Knapp et al., 2021).
3. Analytical Reading: In the case of written messages, an effective receiver examines structure, content, and context carefully, particularly in formal or professional exchanges (Paul & Elder, 2020).

Characteristics of an Effective Receiver

The receiver is not a passive participant, but an active interpreter who decodes and reacts to the message. Effective receivers possess a combination of mental, emotional, and cultural qualities that enable deeper understanding and constructive response.

1. Concentration and Attention: The receiver's capacity to stay mentally engaged and avoid distractions is a primary determinant of accurate comprehension. Sustained attention allows the individual to analyze content logically and retain essential details (Nichols, 2022).
2. Prior Knowledge: An effective receiver draws on previous experience and domain knowledge, which facilitates interpretation and helps in connecting new information to familiar concepts. This background minimizes misunderstanding and supports critical analysis (Barrett, 2020).
3. Emotional Stability: The receiver's psychological state directly shapes their ability to process a message. Individuals under stress or anger may distort

meaning or reject information, while emotionally balanced receivers are more analytical and receptive (Rogers & Farson, 1957).

4. **Cultural Awareness:** Being sensitive to cultural norms and communication styles enables the receiver to interpret expressions and gestures correctly, particularly in diverse humanitarian settings (Gudykunst, 2018).
5. **Interactive Competence:** This refers to the receiver's skill in providing feedback, such as asking clarifying questions or expressing agreement/disagreement. Active interaction maintains message flow and mutual understanding, reducing communication breakdowns (Adler & Elmhorst, 2022).

Active listening remains a cornerstone of effective communication, especially in settings requiring accuracy and quick comprehension. Studies highlight that effective receivers combine focused attention, subject familiarity, emotional control, cultural sensitivity, and interactive feedback to ensure successful communication outcomes. Table (2.2.2) summarizes these five essential traits, their core descriptions, and the key academic references discussing each.

Table (2.2.2): Characteristics of the Effective Receiver Source

Characteristic	Description	Reference
Attention and Focus	Concentrating on the message content and avoiding external distractions	Nichols (2022)
Cognitive Background	Possessing prior knowledge that facilitates message interpretation	Barrett (2020)
Emotional Readiness	Receiving messages objectively without excessive emotional reaction	Rogers & Farson (1957)
Cultural Sensitivity	Understanding and respectfully responding to cultural and social contexts	Gudykunst (2018)
Interaction Ability	Expressing understanding, requesting clarification, and giving constructive feedback	Adler & Elmhorst (2022)

2.2.4 Channels

Channels represent the pathways through which information flows from the sender to the receiver. The selection of a particular channel determines the clarity, speed, and efficiency of message delivery. Generally, channels are divided into traditional and modern forms, and each category possesses distinct characteristics that depend on context, objectives, and audience.

Modern Channels

Modern channels encompass digital and electronic media that depend primarily on mobile technology and the Internet.

1. Examples include:

Emails, intranet systems, instant messaging applications such as WhatsApp or Telegram, virtual meeting tools like Zoom or Teams, and various social media platforms.

2. Challenges:

1. Dependence on reliable technological infrastructure.
2. Excessive information flow that may cause confusion (Eppler and Menges, 2021).
3. Potential security vulnerabilities such as hacking or data leakage.
4. Variation in users' digital literacy levels.

3. Advantages:

- Facilitates documentation, archiving, and retrieval of information.
- Allows almost instantaneous communication.
- Enables wide reach—a single message can be distributed to a large audience (Anderson et al., 2022).
- Encourages real-time feedback and interaction.

Traditional Channels

Traditional channels refer to communication methods that predate digital technology. They are still relevant in settings with limited or no technological infrastructure.

- 1. Examples:** include face-to-face meetings, landline phones, radio, printed letters, posters, and other printed materials.

2. Challenges:

1. Limited immediacy of interaction (except during direct meetings).
2. Difficulty in preserving and retrieving records.
3. Slower delivery speed compared with digital alternatives.

3. Advantages:

- Enhances interpersonal trust and emotional connection through direct contact (Knapp & Daly, 2011).
- Effective in areas with minimal technological resources, such as rural or marginalized communities.
- Easily accessible without the need for advanced devices or internet services.

Comparative Overview

With the evolution of information and communication technologies, a major shift has occurred from traditional to digital communication, reshaping the pace and efficiency of information exchange. The two modes differ in medium, delivery speed, interactivity, documentation, technological dependence, and cost efficiency.

With the development of information technology, communication channels have witnessed a major shift from traditional methods to modern digital means, which has clearly influenced the speed of interaction and the level of efficiency. The two methods differ in terms of the medium used, transmission speed, degree of interaction, ease of documentation, reliance on technology, and associated costs. Table (2.2.3) compares the most prominent aspects of traditional and modern communication channels, highlighting the fundamental differences in performance, cost, and functionality.

Table (2.2.3): Comparison between Traditional and Modern Channels

Aspect	Traditional Channels	Modern Channels
Medium	Direct or Paper-based	Digital or Electronic
Speed	Relatively Slow	Fast and Instant
Interactivity	Limited	Real-time Interactive
Documentation	Difficult	Easy and Smart
Technology Dependency	Low	High
Costs	Sometimes Higher	Lower in the Long Run

Factors to consider when selecting the appropriate channel

When choosing a channel, humanitarian organizations should consider several factors:

- a. Purpose of communication – whether it requires documentation or instant interaction.
- b. Nature of the message – formal, informal, or urgent.
- c. Availability of technological tools in the target setting.
- d. Cultural and linguistic characteristics of the audience.
- e. Scale of communication – whether addressing individuals or large groups.

In humanitarian operations, a blended communication strategy is often applied—digital tools like what's App are used to coordinate with teams, while printed leaflets and radio broadcasts reach audiences without internet access.

The integration of both traditional and modern channels enhances inclusivity and message effectiveness, as shown in Figure (2.2.2). The model demonstrates that communication becomes more efficient when channels are aligned with audience characteristics and contextual realities.



Figure (2.2.2): Integrating Channels into the Human Context

2.2.5 Feedback

Defined of feedback

Feedback refers to the process in which the receiver responds to the delivered message, enabling the sender to assess the effectiveness of communication and goal attainment (Harge, 2021). It plays a crucial role in ensuring mutual understanding, encouraging active interaction, and guiding corrective actions when necessary.

Different types of feedback are summarized in Table (2.2.4), each serving a specific function within the communication process.

Table (2.2.4): Types of Feedback

Type of Feedback	Explanation	Practical Example
Positive Feedback	Enhances performance and confirms message success	"Excellent work! Keep it up."
Negative Feedback	Used to correct mistakes or highlight shortcomings	"The quality of the next presentation needs improvement."
Immediate Feedback	Occurs during or right after communication	A remark made during a live meeting
Delayed Feedback	Provided some time after the communication process ends	Monthly performance evaluation of an employee
Formal Feedback	Uses official tools or channels	Survey or written report
Informal Feedback	Occurs informally and spontaneously	Side conversation or verbal comment during work

Obstacles to Receiving Feedback

1. **Lack of an Acceptance Culture:** When organizations lack a supportive climate for sharing opinions, individuals may experience stress and misunderstanding (London & Smither, 2002).
2. **Personal Bias:** Viewing feedback through a defensive or emotional lens may cause recipients to disregard valuable insights (Stone & Henn, 2014).
3. **Inappropriate Tone or Style:** Feedback expressed using harsh or discouraging language tends to reduce motivation and confidence (Baron, 1988).
4. **Untimely Delivery:** Providing feedback at an unsuitable time diminishes its influence and can trigger frustration, particularly in stressful work environments (Kluger & DeNisi, 1996).
5. **Unclear Instructions or Ambiguous Messages:** Vague expectations make it difficult for recipients to interpret feedback correctly, leading to confusion or misalignment (Ilgen, Fisher, & Taylor, 1979).

6. Cultural Variations: Differences in cultural norms and communication styles may result in misinterpretations that hinder the feedback process (Gudykunst & Ting-Toomey, 2005).

The feedback cycle remains an essential mechanism in humanitarian organizations, as it supports message refinement and process improvement to better meet beneficiary's needs. Figure (2.2.3) illustrates the Feedback Cycle in humanitarian operations.

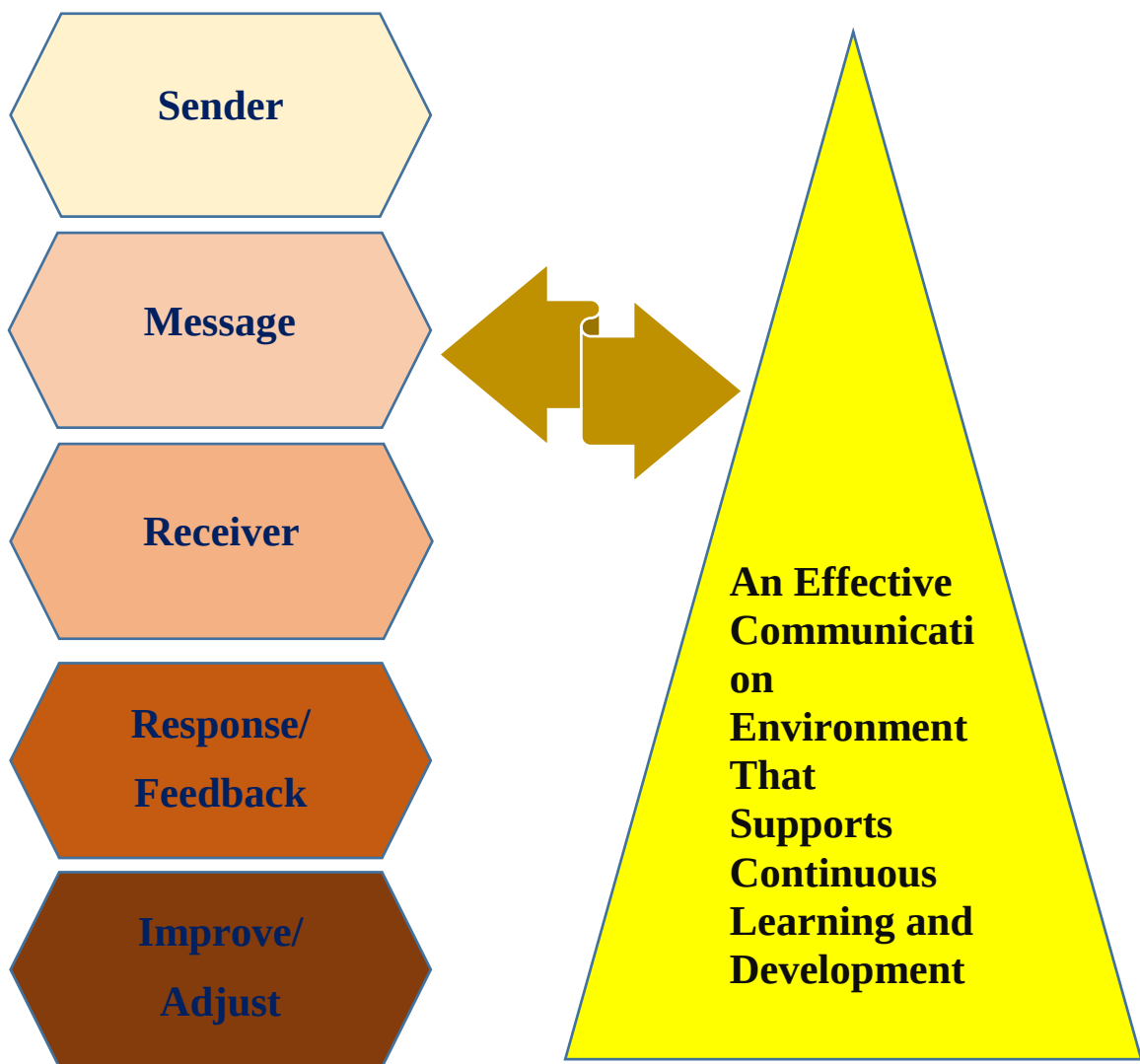


Figure (2.2.3): The Feedback Cycle in Humanitarian Organizations

The Importance of Feedback in Effective Communication

1. Enhancing Performance and Skills: Feedback encourages ongoing professional and behavioral improvement (Stone and Henn, 2014).

2. **Ensuring Understanding:** It verifies whether the intended meaning of the message has been properly received (Brookfield, 2017).
3. **Supporting Project Objectives:** Well-structured feedback aligns project practices with organizational goals.
4. **Facilitating Course Correction:** It enables timely revisions in actions and decisions, particularly in project management contexts (Project Management Institute, 2021).
5. **Building Trust and Collaboration:** Regular and constructive feedback fosters mutual trust, transparency, and teamwork in the workplace.

At the conclusion of each project, organizations such as UNHCR conduct participatory learning sessions that gather insights from both field staff and beneficiaries to improve future humanitarian interventions (UNHCR, 2022).

2.3 Types of Communication and their Tools

1. Verbal Communication in the Humanitarian Context

Verbal communication serves as a core element of interactions in humanitarian work, encompassing various methods such as speeches, discussions, and meetings. It is the vehicle for understanding between humanitarian organizations and the beneficiary. As Parker & Angelopoulos (2022) emphasize, dialogues are essential for fostering trust and informally exchanging information, especially when cultural and social considerations are respected. Meetings are a central platform for coordination and decision-making, and their effectiveness improves when agendas are clear and roles are well-defined (Mankins & Garton, 2020). Public speeches also play a strategic role in mobilizing and supporting communities, as noted in reports by UNICEF (2022). Effective speech is enhanced by clear repetition, simplicity, and storytelling that appeals emotionally.

2. Nonverbal Communication: Body Language, Facial Expressions, Hand Gestures

Nonverbal communication conveys meaning without using words; it includes body language, facial expressions, gestures, tone, spatial distance, and physical contact (Knapp, Hall & Horgan, 2021). Its significance lies in reinforcing or correcting verbal messages and building trust, while considering cultural factors that might alter interpretations (Hall,

1976). Research shows that over 60% of interpersonal messages depend on nonverbal cues such as posture, facial expressions, and tone (Burgoon et al., 2016). Mehrabian's model indicates that 38% of meaning is conveyed through tone, 7% through words, and 55% through body language (Mehrabian, 1981).

Challenges in humanitarian contexts include ignoring nonverbal signals, leading to misunderstandings, and discrepancies between verbal and nonverbal behavior (Knapp et al., 2021). Cultural variations, like avoiding direct eye contact, may also cause misinterpretation (Hall, 1976).

Recommendations for Enhancing Nonverbal Competence

- Training staff to interpret body language accurately.
- Improving cultural sensitivity.
- Using self-reflection methods to align verbal and nonverbal behavior.
- Ensuring consistency between verbal and nonverbal signals.

Integrating verbal and nonverbal elements strengthens team understanding and local engagement, enhancing the success of humanitarian interventions. Table (2.3.1) shows the comparison between verbal and non-verbal elements in humanitarian organizations, to achieve effective communication under project management.

Table (2.3.1): provides a comparison between verbal and nonverbal communication in humanitarian work.

Aspect	Verbal Communication	Nonverbal Communication
Definition	Message Delivery Using Spoken Words (E.G., Conversations, Speeches, Meetings)	Message Delivery Without Words, Through Body, Face, Tone, Gestures
Means Of Use	Conversations, Meetings, Speeches	Facial Expressions, Body Language, Tone Of Voice, Proximity, Gestures

Awareness Level	Often Intentional And Planned	May Be Unconscious And Interpreted Automatically
Clarity	High Clarity In Transmitting Information	Less Direct, Requires Contextual Or Cultural Interpretation
Impact	Helps Convey Ideas And Instructions	Enhances Or Contradicts Verbal Messages; Affects Impressions And Trust
Cultural Dependency	Influenced By Language And Dialect	Highly Sensitive To Cultural Differences (Hall, 1976)
Examples In Humanitarian Work	Coordination Meeting Between Organizations, Awareness Speech	Reassuring Tone With Beneficiaries, Supportive Facial Expressions, Respectful Eye Contact
Percentage In Communication	Represents A Smaller Portion (7%) According to (Mehrabian ,1981)	Represents The Majority Of Impact (93%) According To (Mehrabian ,1981)
Control Level	Easily Trainable And Controllable	Requires Self-Awareness And High-Level Training
References	(Barker & Angelopulo,2022), (Mankins & Garton ,2020)	(Burgoon Et Al. 2016), (Knapp Et Al. 2021), (Mehrabian ,1981)

3. Written Communication: Email, Reports, Official Documents

Written communication in humanitarian organizations refers to conveying information via text-based means, including emails, official documents, and reports, to organize, document, and clarify information across teams (Guffey & Loewy, 2022). It is particularly valuable due to its permanence and traceability, supporting transparency and accountability, especially in culturally diverse organizations (Walden, 2021; Guffey & Loewy, 2022).

Key advantages include accuracy (as messages can be reviewed before sending), comprehensiveness (explaining complex issues clearly), and ease of distribution to multiple recipients (Bovee & Thill, 2023). Common forms include:

- Emails: For daily coordination and formal communication, requiring clarity and brevity (Stuart, 2022).
- Reports: Used for monitoring, evaluation, and recommendations, including periodic, progress, and analytical reports (Münter & Hamilton, 2021).
- Official documents: Contracts, policies, and forms that demand precision and clarity.

Challenges include slower preparation compared to verbal communication, lack of immediate feedback, and possible misunderstandings due to language barriers or absence of nonverbal cues (Cardon, 2020). Effective written communication requires professional language, logical organization, proofreading, and adaptation to the audience's background.

4. Technological Communication Tools: Email, Teamwork Applications, Digital Platforms

Modern humanitarian operations rely heavily on technological tools for rapid coordination and information sharing across dispersed teams. Tools such as email, collaboration apps, and digital platforms facilitate meetings, real-time updates, and documentation, contributing to efficient project management in challenging environments (Buchanan & Tuckerman, 2022; UNICEF, 2023).

Applications like Slack and Microsoft Teams enable immediate sharing of updates and performance metrics, improving monitoring and decision-making (Johnson & Kay, 2022; OCHA, 2023). However, lack of standardized digital protocols may cause delays, lost information, and task conflicts (Cardon, 2020; McKinsey, 2022). Integrating digital tools into a unified system ensures better coordination, faster responses, and improved transparency (Anderson & Reeney, 2023; Jaffe & Lowe, 2022; Bovey & Thiel, 2023).

Summary of the Effectiveness of Integrating Communication Types in the Humanitarian Environment

Effective humanitarian communication requires combining verbal, nonverbal, written, and technological tools. Each type plays a complementary role, supporting coordination, documentation, and beneficiary engagement. Challenges include limited writing skills,

cultural misunderstandings of nonverbal cues, and time pressures on verbal communication (ALNAP, 2022; Hall, 2020; UN OCHA, 2021). Leveraging technology, training staff, and fostering cultural awareness are recommended to improve efficiency and trust. Figure (2.3.1) explain the complementary relationship between technological communication tools (such as email, teamwork applications, and digital platforms) and basic communication types (verbal, nonverbal, and written), and how they are activated in the various stages of humanitarian project management, from planning to implementation and evaluation. The model reflects how the coordinated and institutionalized use of these tools and types contributes to accelerating decision-making, enhancing internal coordination, and achieving a more effective field response in complex environments. It also highlights the importance of standardizing technological protocols and training staff on the integrated use of communication to ensure sustainable impact and achieve results consistent with humanitarian intervention objectives. As figure (2.3.1) demonstrates the integration of technological communication tools in humanitarian work (the researcher, 2025), the coordinated use of email, teamwork applications, and digital platforms enhances project management efficiency and improves field communication.

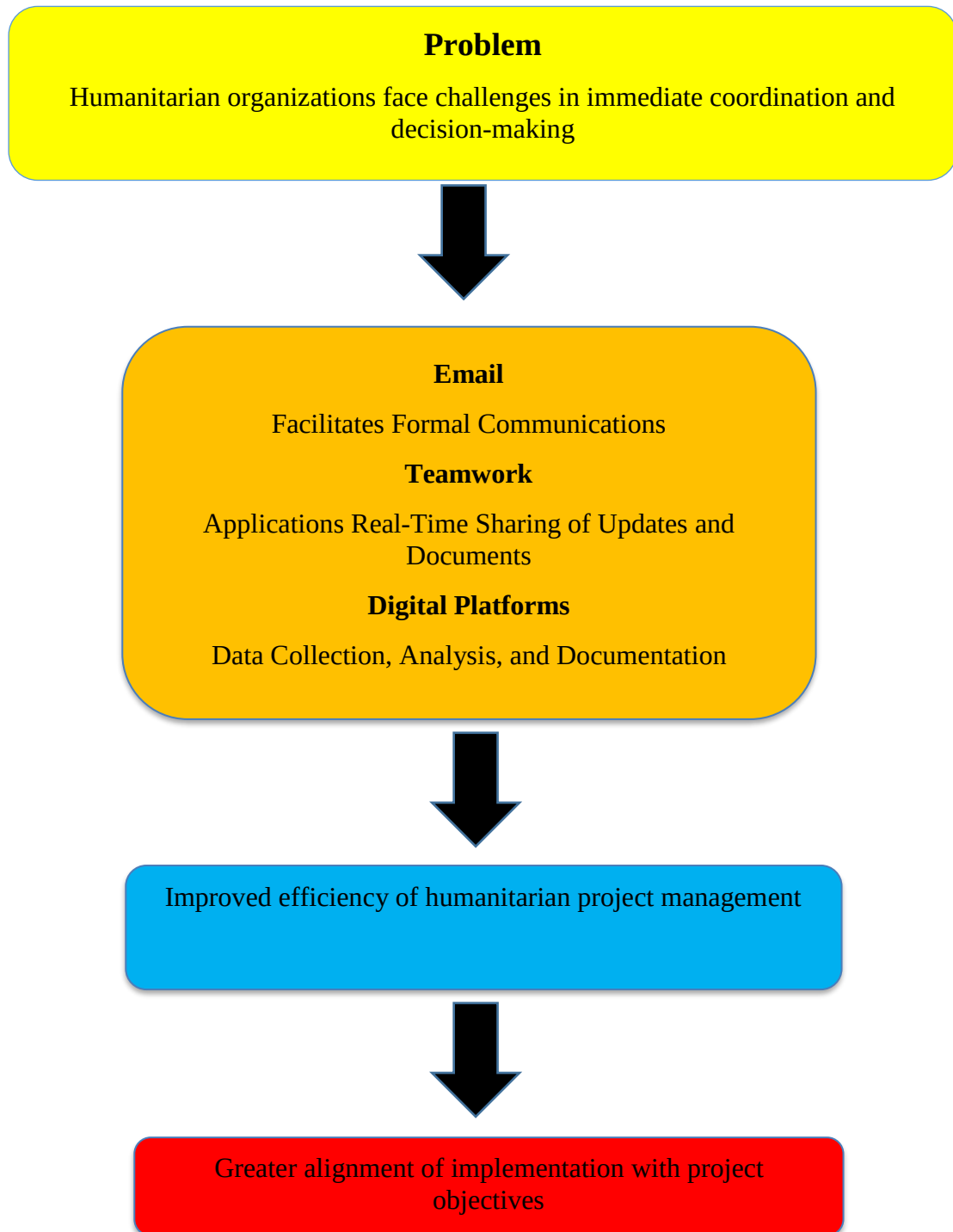


Figure (2.3.1): Integrating Technological Communication Tools and Types to Achieve Humanitarian Project Efficiency (the researcher, 2025).

2.4 Project Management

1. Definition of Project Management

Project Management is the science of planning, organizing, and directing resources to achieve specific objectives within a specified timeframe and budget. From the perspective of the Project Management Institute (PMI), it is defined as the application of knowledge, skills, tools, and techniques to project activities to meet project requirements (PMI, 2021). Project management is now a core component of various sectors, specifically in my study of complex, rapidly responsive humanitarian environments. Project management relies on five key elements: goal setting, effective communication, time management, resource allocation, and quality control (Meredith & Mantel, 2020). Emphasized that successful project management also requires strong leadership and advanced collaborative skills (Turner, 2022). The importance of project management lies in its ability to ensure the optimal use of resources and achieve a positive impact (Kerzner, 2022), who believes that project success depends on an organization's commitment to modern project management methods. The key characteristics of project management, as outlined in the PMBOK Guide (Project Management Institute, PMI, 2021), are summarized in Table (2.4.1) and highlight key elements, such as project objectives, resources, and scope, as well as the triple constraint of time, cost, and quality. These elements form the foundation for effective project planning and implementation in various fields, including humanitarian organizations.

Table (2.4.1): Key Characteristics of Project Management (PMI, 2021)

Element	Description
Objective	Achieve specific and measurable outcomes within a defined time period
Scope	A set of integrated tasks and activities
Resources	Includes people, time, budget, and technologies
Triple Constraint	Time - Cost - Quality
Project Phases	Initiation - Planning - Execution -Monitoring - Closure

The project management triangle model explained the interrelationship between time, cost, and quality, as shown in Figure (2.4.1). Any change in one of these factors directly

influences the other two. This model is a fundamental concept in project management for achieving balance and success (Project Management Institute, 2021).

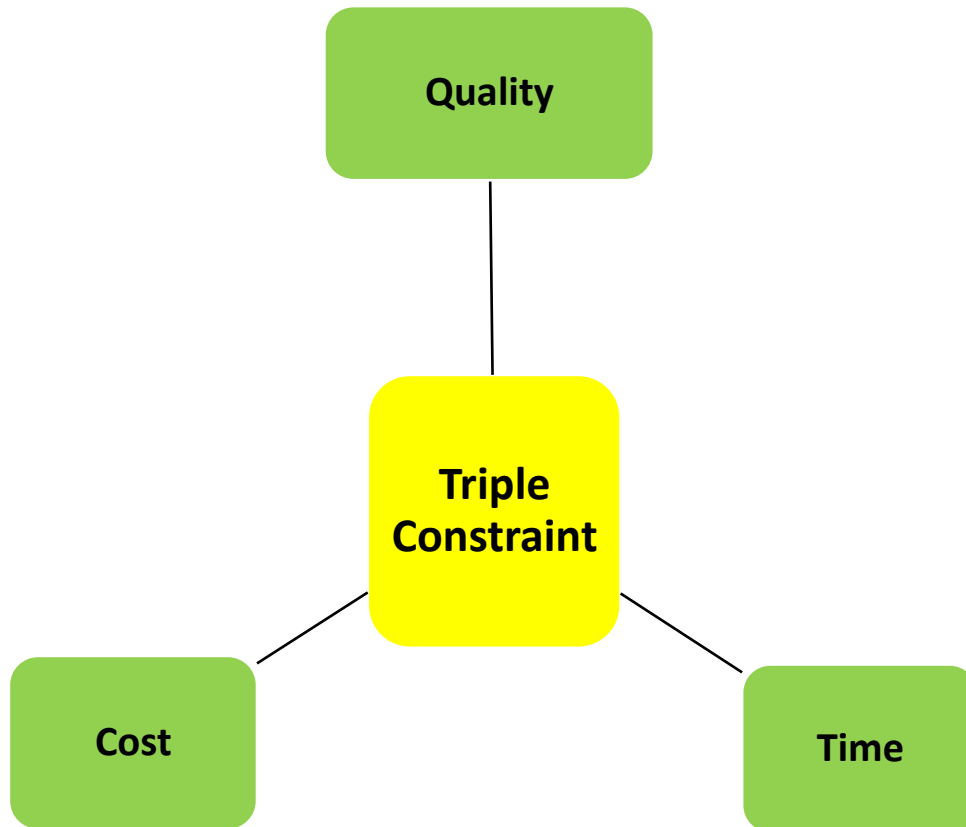


Figure (2.4.1): The Triple Constraint Model in Project Management (Project Management Institute, 2021)

2. Stages of Project Management

Project management stages are among the fundamental pillars that project managers rely on to ensure effectiveness, efficiency, and organization of work and achieve objectives. The project life cycle is divided into five main stages:

1. The initiation stage: where the need for the project is identified and its feasibility is analyzed from both an economic and social perspective. This stage also includes appointing a project manager, identifying stakeholders, drafting a project charter, and conducting an initial assessment of potential risks.

2. The planning stage: where the entire project foundation is laid by developing a comprehensive plan that includes the scope of work, schedule, cost, and quality. It also includes developing communication and risk management plans, and defining roles and responsibilities within the team.

3. The implementation stage: where fieldwork actually begins, with tasks being executed according to the approved plan. During this stage, resources are allocated, teams are managed, and direct interaction between team members and stakeholders begins. The agreed-upon communication plan is implemented to ensure information flow.

4. The monitoring and control stage: where actual performance is measured against the plan, progress is tracked, quality is measured, and changes and potential risks are managed. This phase also includes periodic budget reviews to ensure financial progress does not deviate from the set financial path.

5- Closing phase: The project officially concludes with the delivery of results to beneficiaries, documentation of lessons learned, and an assessment of stakeholder satisfaction with the progress and project outcomes.

Project management goes through several sequential phases, beginning with the initiation phase, which involves defining the project scope and studying its feasibility. This phase continues with the planning phase, which prepares a comprehensive implementation plan. This is followed by the implementation phase, which focuses on implementing the planned activities. This is followed by the monitoring phase, which tracks performance and controls any deviations that may occur. Finally, the process concludes with the closing phase, which aims to complete the project and document the acquired knowledge. As shown in Table (2.4.2), the table outlines the main tools used in each phase, along with the desired objectives and expected outcomes, helping to clarify the integration between the various project management elements.

Table (2.4.2): Comparison between Project Management Stages

Phase	Objective	Main Tools	Outputs
Initiation	Define project scope and feasibility	Project charter, feasibility analysis	Project start decision
Planning	Build a comprehensive plan	Project plan, timelines, communication plan	Integrated implementation plan
Execution	Carry out project activities	Team management tools, digital platforms	Project results and deliverables
Monitoring	Track performance and correct deviations	Performance reports, KPI indicators	Corrective recommendations
Closure	Complete the project and document lessons	Final reports, achievement analysis	Project handover and performance review

3. The Importance of Project Management in Humanitarian Work

Project management is a critical strategic tool in the humanitarian sector, playing a pivotal role in improving organizations' response to crises, supporting the effective achievement of humanitarian objectives, and enhancing the efficient use of available resources. This tool is particularly important in the changing and complex environments in which humanitarian organizations operate, which require careful planning, effective communication, and disciplined implementation at all levels (PMI, 2021; UN Office for the Coordination of Humanitarian Affairs, 2022). One of the most prominent contributions of project management in this context is enhancing the effectiveness of humanitarian activities by applying scientific principles to organization and planning, leading to increased positive impact on beneficiaries and reduced costs (Bryde et al., 2020). It also contributes to ensuring the optimal use of resources through the efficient

allocation of time, staff, and budgets (Kerzner, 2022), and improving the quality of services provided through tools such as monitoring and evaluation, risk analysis, and quality control (WHO, 2021). Furthermore, project management enhances accountability and transparency by measuring and documenting outcomes against established objectives, which builds trust with donors and local communities (ALNAP, 2023). It also plays an important role in improving external and internal communication channels, reducing duplication of efforts, and supporting coordination (Eka et al., 2021). Finally, adopting pre-planned emergency scenarios and response procedures within the project management framework enables organizations to respond quickly and efficiently to sudden crises (Sphere Handbook, 2022).

4. The Relationship between Effective Communication and Project Success.

Effective communication is one of the most important characteristics for project success, especially in complex and dynamic work environments such as humanitarian projects. The importance of communication extends beyond information transfer; it extends to relationship building, coordination, motivation, decision-making, and change management.

– The Importance of Communication in the Context of Project Management

Research indicates that poor communication is one of the main causes of project failure (PMI, 2021). According to a report by the Project Management Institute (PMI), approximately 30% of project failures are due to communication failures.

Effective communication has a significant impact on all aspects of project management, as shown in Table (2.4.3), which highlights the understanding of the relationship between effective communication and project management. Clear and organized communication also contributes to improved performance efficiency at every stage of the project. For example, during the planning phase, communication helps precisely define objectives, resources, and tasks, ensuring clarity of vision for all stakeholders. During the implementation phase, communication is essential for coordinating efforts between teams and stakeholders, achieving harmony, and reducing conflict. During the follow-up phase, communication plays a prominent role in enhancing the speed of response to any changes

or challenges that may arise, ensuring rapid adaptation to circumstances. Finally, effective communication during the closure phase facilitates the process of gathering feedback and extracting lessons learned which contributes to improving project performance in the future.

Table (2.4.3): The Impact of Effective Communication on the Project Stages

Project Aspect	Impact of Effective Communication
Planning	Helps in accurately defining goals, resources, and tasks
Execution	Ensures coordination among teams and stakeholders
Monitoring	Enhances responsiveness to changes or challenges
Closure	Facilitates gathering feedback and lessons learned

– Components of Effective Project Communication

1. Clarity of Goals: Clear messages help teams clearly understand the required tasks.
2. Transparency: Enhances trust among team members.
3. Appropriate Media: Choosing the appropriate channels (meetings, email, and reports) affects the speed and accuracy of understanding.
4. Timeliness: Sending information at the right time avoids misunderstandings or delays.
5. Feedback: Continuous feedback enables timely course adjustments.

– Case Study Results

1. UNOPS Study (2019): Projects that adopted flexible communication strategies in humanitarian settings were able to deliver 87% of their outputs within the specified timeframe.
2. ICRC Study (2021): Teams that used a two-way feedback loop reduced errors by 45%.
3. MSF Study (2022): Adopting local communication channels with communities improved program effectiveness by 30%.

– Challenges Associated with Project Communication

1. Time pressure and high risks.
2. Weak infrastructure in humanitarian settings.
3. Multiculturalism.

4. Language and technology skills differences.
 - Recommendations
 1. Involve beneficiaries in project phases.
 2. Adopt digital systems for managing communication.
 3. Enhance communication skills training within project contexts.
 4. Develop project communication plans for each project.

2.5 The Importance of Effective Communication in the Workplace

1. Strengthening Relationships between Teams

Strengthening team relations is one of the most prominent direct outcomes of effective communication in the workplace, especially in organizations that rely on multinational and multicultural teams, such as humanitarian organizations. Effective communication is not just a means of exchanging information; it is also the basis for building trust, fostering belonging, and facilitating collaboration among colleagues. Effective communication contributes to a sense of belonging; employees feel valued when their opinions are heard and their contributions are appreciated in discussions and decision-making (Katzenbach and Smith, 2020). Transparent and open communication channels contribute to building trust among team members, which is the foundation of healthy professional relationships, as individuals feel safe and open to participation and interaction (Robbins and Judge, 2021). Furthermore, effective communication is a means of achieving productive collaboration through coordination of tasks, allocation of roles, and integration of group performance, which supports the efficient achievement of goals (Tuckman, 1965). Effective communication also reduces conflict in the workplace by eliminating misunderstandings, resolving problems quickly, and avoiding the escalation of tensions.

To build strong relationships within a team, it is recommended to follow a set of practical approaches, such as leveraging formal and informal channels for information transfer and holding regular meetings that enable open communication. Enhancing active listening skills and building a culture based on positive feedback are essential practices that support professional bonds and foster team spirit. Despite these benefits, there are challenges that can negatively influence the effectiveness of communication within teams. These include language barriers that hinder mutual understanding; cultural diversity, which can lead to differences in communication styles and message understanding; and complex

organizational structures, which can hinder the smooth flow of information between different levels. To address these challenges, it is essential to adopt flexible and inclusive communication strategies that take into account individual and cultural differences among team members and support a work environment based on mutual understanding and respect.

2. Reducing Errors and Misunderstandings

Reducing errors and misunderstandings is one of the most important benefits of effective communication in work settings, particularly in humanitarian organizations facing challenges related to scarce resources, constantly changing priorities, and complex fieldwork contexts. Clear, organized, context-sensitive communication, based on continuous feedback, significantly reduces the likelihood of errors, whether in the execution of tasks or in the interpretation of instructions. Recent studies indicate a direct correlation between poor communication and high rates of administrative errors. A study by (Wootton, 2021) confirms that approximately 70% of administrative and professional errors result from communication deficiencies, a percentage that increases in humanitarian work settings that require accurate and rapid responses. For example, inaccurate or misleading instructions can delay relief operations or waste vital resources in emergencies.

The examples in Table (2.5.1) illustrate how communication failures can directly lead to operational failures in humanitarian settings (James Wootton, 2021) points out, approximately 70% of professional and administrative errors are caused by communication breakdowns. Table (2.5.1) illustrates this with practical examples, such as logistical errors resulting from insufficient information between teams, financial errors resulting from misinterpretation of instructions, and field errors resulting from coordination gaps. Each case underscores the critical need for clear, structured, and timely communication to reduce risk and improve overall performance in crisis settings.

Table (2.5.1): The Relationship between Communication and Management Errors

Type of Error	Communication-Related Cause	Potential Impact
Logistical Error	Incomplete information between teams	Delayed distribution
Financial Error	Misinterpretation of instructions	Inaccurate disbursement
Field Error	Lack of coordination between sender and receiver	Risk to team safety

To reduce these errors and misunderstandings, several effective methods are recommended, including:

1. Using multiple media: such as combining oral and written instructions to support comprehension.
2. Mutual feedback: Such as rephrasing messages to ensure, they are understood correctly.
3. Adopting a standardized language: in terms of terminology, concepts, and procedures, to reduce variations in interpretation among team members.
4. Training leaders and employees in communication skills: particularly in the areas of active listening, clarifying objectives, and managing ambiguous situations.

In this context, visual aids play a pivotal role in facilitating understanding and reducing the likelihood of error. A recent study by Kameda and Nakanishi (2023) showed that using illustrations, graphs, and maps to explain complex tasks reduces errors by up to 50%, compared to using text or verbal instructions alone.

However, there are persistent challenges that hinder effective communication, including:

1. Time constraints: This can lead, especially in emergencies, to instructions being sent quickly without checking for clarity.
2. Presuppositions: Sometimes it is assumed that the recipient has the necessary background and context, without further clarification, which can lead to misunderstandings.
3. Cultural Diversity: Interpretations of messages may vary from one culture to another, requiring high sensitivity and clear context when formulating messages.

Therefore, creating a communication environment based on clarity, systematic repetition, and consideration of cultural and cognitive differences is essential for reducing errors and achieving efficiency in humanitarian project management.

3. Supporting Decision-Making through Effective Communication

Decision-making is at the core of business management and project success, especially in the rapidly changing and complex humanitarian environment. Effective communication is essential to support this process. Clear and structured communication helps assess risks, understand options, and share ideas, leading to informed and successful decisions and enabling accurate and timely information exchange between team members and stakeholders.

The Role of Effective Communication in Supporting Decision-Making

- *Enhancing Team Engagement*

Effective communication encourages open dialogue among team members, contributing to the gathering of multiple perspectives, opening up broader decision-making avenues (Fisher and Urry, 2011).

- *Providing Accurate and Complete Information*

Effective communication ensures that all stakeholders have access to accurate and up-to-date information, enhancing clarity and facilitating decision-making based on facts rather than assumptions or speculation (Robbins and Judge, 2021).

- *Increasing Response Speed*

In the humanitarian environment, situations often require rapid decision-making. Prompt and effective communication between relevant teams speeds up decision-making and reduces delays (UN OCHA, 2022).

- *Reducing misunderstandings*

Through clear messages and effective feedback, the likelihood of errors resulting from misinterpretation of information is reduced, improving the quality of decisions made (Harji, 2019).

- *Building trust between stakeholders*

Open and transparent communication fosters trust among team members and stakeholders, facilitating consensus and decision implementation (Lewicki et al., 2016).

4. Increasing Performance Efficiency and Achieving Goals Through Effective Communication

Effective performance and goal achievement are essential components of any organization's success, especially in the humanitarian work environment, which requires a rapid and effective response to various challenges. Effective communication plays a pivotal role in enhancing performance efficiency by ensuring the smooth flow of information, controlling coordination among team members, and stimulating shared commitment to achieving set goals.

How does effective communication enhance performance efficiency?

1. Motivating employees and increasing their engagement

Through open and transparent communication, individuals feel valued and engaged, which increases their motivation to achieve goals (Baker and Demerouti, 2017).

2. Enhancing coordination and cooperation

Effective communication coordinates efforts across different teams and departments, allowing for smooth project implementation and avoiding conflict (Salas et al., 2015).

3. Clarity of tasks and expectations

Clear communication ensures clear delineation of responsibilities, reducing unnecessary overlap or duplication of tasks, thus increasing productivity (Robbins and Judge, 2021).

4. Enabling quick and informed decision-making

Providing the necessary information at the right time enables managers and teams to make sound decisions that improve performance toward desired outcomes (Fisher and Brown, 2018).

5. Continuous feedback

Constructive feedback provides an opportunity for immediate course correction, improved quality of work, and reduced errors (Hattie and Timperley, 2007).

The Role of Effective Communication in Achieving the Goals of Humanitarian Organizations

- A. Change management: When new changes or challenges arise, effective communication facilitates rapid adaptation of plans to ensure continued achievement of goals.
- B. Progress monitoring: Continuous communication enables tracking performance against goals and identifying strengths and weaknesses.
- C. Clearly setting goals: Through structured communication sessions, clear and shared goals can be formulated among team members, facilitating efforts to achieve them.

This table (2.5.2) provides a concise summary supporting the argument that effective communication is not merely a support function, but rather a strategic enabler of success in humanitarian project environments. Table (2.5.2), titled "The Impact of Effective Communication on Performance Efficiency and Goal Achievement," illustrates the key dimensions through which communication enhances operational performance in humanitarian organizations. Each aspect of effective communication - such as message clarity, feedback, coordination, and motivation - plays a critical role in reducing operational inefficiencies and enhancing team synergy. Finally, employee motivation, driven by inclusive communication practices, contributes to enhanced engagement and alignment with organizational goals (Barrett, 2022; Project Management Institute, 2021).

Table (2.5.2): The Impact of Effective Communication on Performance Efficiency and Goal Achievement

Aspect of Effective Communication	Impact on Performance	Example from Humanitarian Work Environment
Message Clarity	Reduces ambiguity and ensures task understanding	Clear instructions for distributing aid in affected areas
Feedback	Continuously improves work quality	Reviewing field team performance and correcting errors
Team Coordination	Avoids conflict and increases harmony	Collaboration between logistics and finance teams
Information Sharing	Speeds up decision-making	Updating beneficiary data via digital communication platforms
Employee Motivation	Enhances commitment and goal achievement	Engaging volunteers in daily decision-making

5. The Role of Communication in Crisis and Conflict Management

Crisis and conflict management is one of the most significant challenges facing humanitarian organizations, given the ever-changing and complex environments in which they operate. Communication is not merely a tool for conveying information; it is a pivotal strategic element that contributes to reducing the impact of conflict, mitigating the severity of crises, achieving shared objectives, and ensuring business continuity (Heath and Bryant, 2021). Multiple factors often intersect in humanitarian settings, such as health crises, armed conflicts, and natural disasters. This calls for effective communication systems that enable rapid coordination between actors, enhance community response, and facilitate aid delivery. Good communication not only helps avoid duplication of efforts, but also enhances community trust and encourages active

participation in developing and implementing solutions (UN Office for the Coordination of Humanitarian Affairs, 2022; International Committee of the Red Cross, 2021).

International reports indicate that clear and systematic communication during crises contributes to reducing chaos, supporting decision-making at critical moments, and allocating resources more effectively (Active Learning Network for Accountability and Performance in Humanitarian Action, 2023). Studies have also shown that the absence of clear communication channels exacerbates internal tensions and poor coordination between teams and partner organizations, weakening the quality of response (Barrett, 2022). Furthermore, effective communication contributes to managing conflict within teams and organizations by providing spaces for open dialogue, clarifying roles, and providing constructive feedback. Organizational conflicts are common in stressful humanitarian contexts, and thoughtful communication is one of the most important tools for containing and dealing with them constructively (Robbins and Judge, 2021).

Thus, it becomes clear that effective communication is not simply a process of exchanging information; it is a fundamental pillar in building a resilient working environment capable of responding quickly to crises and addressing internal and external conflicts, thus enhancing the effectiveness of humanitarian action as a whole.

How does communication contribute to crisis and conflict management?
--

1. Providing accurate and timely information

Effective communication ensures the flow of reliable and truthful information to stakeholders, reducing rumors and misunderstandings that can exacerbate a crisis (Seger, 2020).

2. Reducing tension and building mutual understanding

Using non-aggressive communication techniques and active listening, conflicts can be mediated and transformed into opportunities for dialogue and understanding (Fisher and Urry, 2011).

3. Anticipating and predicting risks

Through open and effective communication channels, early indicators of potential crises or conflicts can be identified, enabling rapid preventive action (Coombs, 2019).

4. Enhancing transparency and credibility

Transparency in the transmission of information fosters trust between parties, which is essential for de-escalating conflicts and building a foundation for constructive dialogue (Ulmer, Selnow, and Seger, 2018).

5. Organizing collective responses

Good communication enables coordination of efforts between different task forces, partner organizations, and local communities to ensure an integrated and effective response (Comfort, 2007).

To facilitate crisis management within humanitarian organizations, a structured communications cycle figure (2.5.1) is crucial to ensuring an effective and coordinated response. The Crisis Management Communications Cycle Model identifies the sequential stages that the communications process must go through to ensure efficiency and accuracy in dealing with emergencies (Heath and Bryant, 2021). The importance of this figure (2.5.1) lies in its provision of a sequential framework that helps humanitarian workers organize communications in a proactive and reactive manner, which enhances rapid and effective response to crises and reduces randomness (UN Office for the Coordination of Humanitarian Affairs, 2022). This model also enables performance development through improvement cycles based on real data and field experience, as well as continuous learning, which is essential in ever-changing and complex environments.

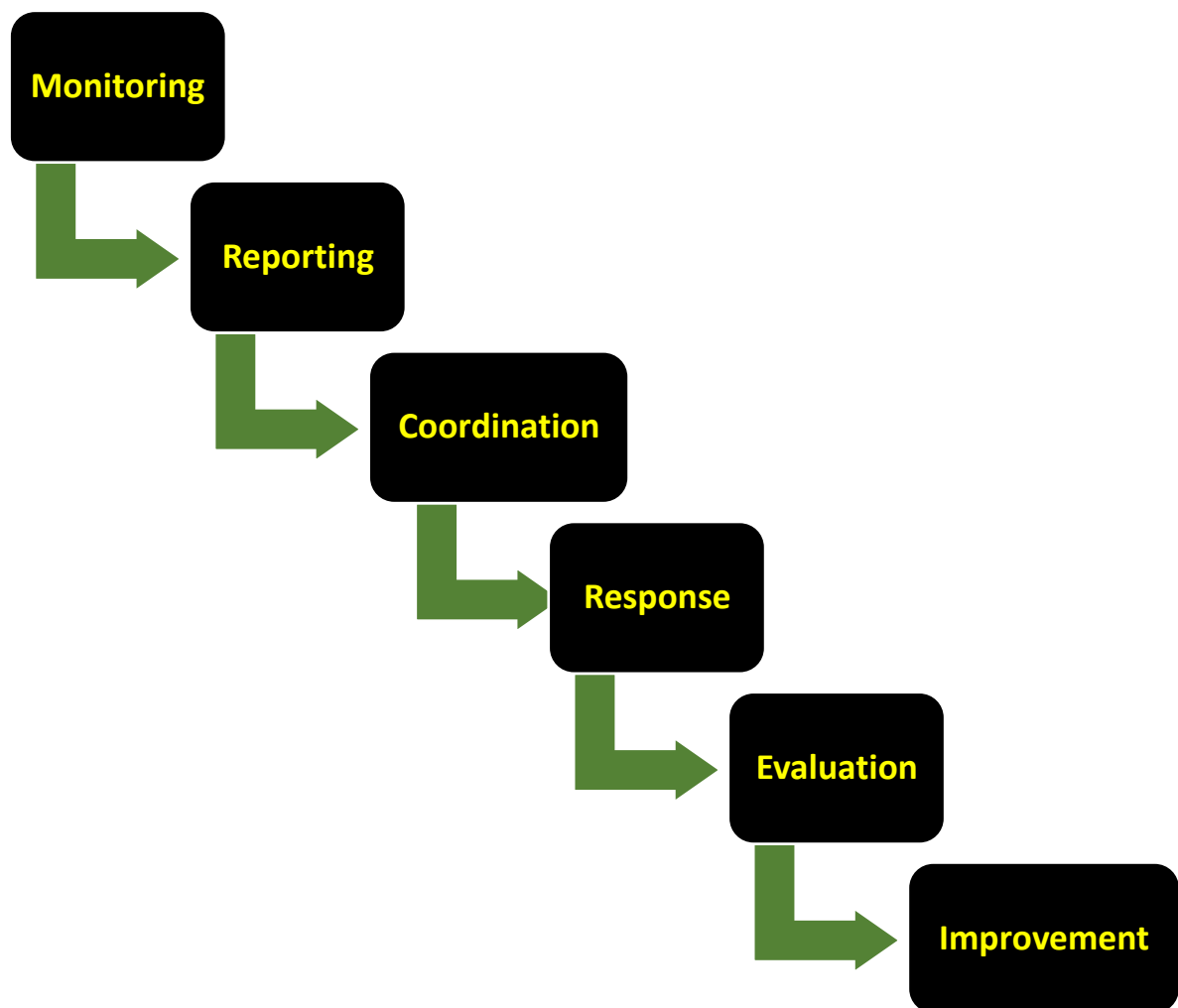


Figure (2.5.1): Crisis Management Communication Cycle Model

2.6 Communication Theories and Models

Understanding communication theories and models is an important foundation for improving communication practices within human organizations. This chapter highlights the most prominent models and theories that explain the mechanism of message transmission, individuals' motivations for communication, and the impact of cultural and organizational contexts on communication effectiveness.

1. The Shannon & Weaver Model

Shannon and Weaver's (1949) model is a classic model that established the foundations for analyzing the communication process. It consists of five main components: source, sender, channel, receiver, and intervention. It was later developed to include feedback and context, making it useful for understanding the technical and cultural challenges facing humanitarian organizations when conveying information in complex environments (Hall, 1976).

The traditional communication model, as shown in Figure (2.6.1), explains how a message travels from sender to receiver through a communication channel, taking into account the possibility of interference that may affect the clarity of the message. This model is derived from the work of Shannon and Weaver (1949) and Lasswell (1948). It is considered one of the basic models for understanding the communication process in organizations, as it highlights the main components of communication: sender, message, medium, receiver, and feedback.

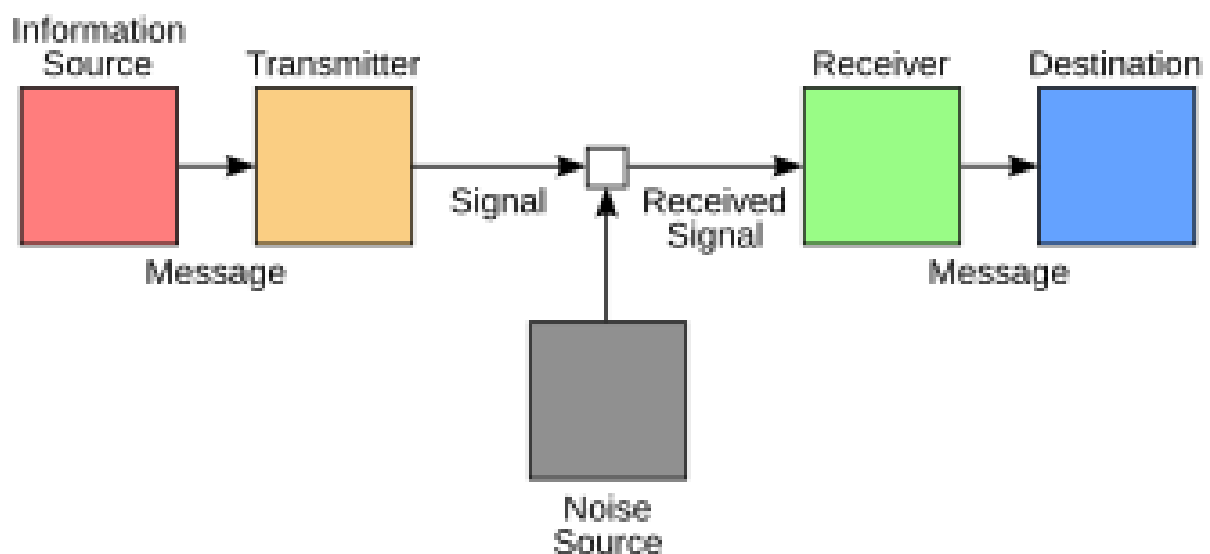


Figure (2.6.1): The Classical Communication Model (Shannon & Weaver, 1949; Lasswell, 1948)

Source: Simplified visual representation based on classical communication theory.

2. Management by Objectives (MBO) Theory and its Role in Defining Communication Channels

This theory, developed by Peter Drucker, emphasizes the importance of clearly defining goals and communicating them through effective communication channels. Interactive communication in this framework fosters collaboration and enables continuous performance evaluation (Brown & Green, 2021; Johnson, 2022).

3. Maslow's Needs Theory and its Impact on Internal Communication

Maslow's theory (1943) proposes that individuals communicate better when their basic needs are met. The higher an employee's level on the hierarchy of physiological needs toward self-actualization, the higher their communication quality, openness to feedback, and participation in innovation (Sundararajan et al., 2022; Alhabash & Ma, 2023).

4. High-Context and Low-Context Theory (Hall) and its Impact on Communication

This theory highlights cultural differences in communication styles. High-context cultures rely on nonverbal cues, while low-context cultures prefer direct and explicit expression (Chen & Starosta, 2022; Kim & Park, 2021). Therefore, understanding these differences is essential to avoid misunderstandings within multicultural teams.

Conclusion

The four theories mentioned above form multidimensional foundations that contribute to building an effective communication environment within humanitarian organizations. While the Shannon and Weaver models provide tools for understanding technical challenges and confusion, Maslow's theory highlights individual motivations. Goal management theory complements this framework by organizing work based on clear goals, while the high- and low-context theories clarify the cultural dimensions of communication. Applying these models together can improve the quality of

communication in complex humanitarian environments and enhance organizations' ability to effectively achieve their mission.

Studies indicate the importance of employing a range of theories and models to understand communication dynamics within organizations, particularly in complex and humanitarian settings. Table (2.6.1) represents the four theories and models, each described as follows: The Shannon-Weaver model represents the basis for analyzing communication elements and a source of confusion, while Maslow's theory highlights how human needs influence motivation and participation in communication. Management by Objectives (MBO) theory contributes to organizing the communication process by setting measurable goals, while the high-low context theory (Hall) adds an important cultural dimension in adapting messages and media based on the recipient's background. To compare these theories in terms of their impact on communication and their application in the humanitarian work environment, Table (2.6.1) below illustrates the distinctive elements of each model.

Table (2.6.1): Comparison of Theories and Models in Enhancing Internal Communication

Theory/Model	Impact on Communication	Practical Applications in Humanitarian Organizations
Shannon and Weaver	Analyzes the communication process and identifies sources of noise	Improves message delivery and reduces ambiguity
Maslow	Enhances motivation and interaction based on hierarchy of needs	Designs a motivating work environment and fosters belonging
Management by Objectives (MBO)	Defines goals and measures performance through structured communication	Uses digital tools and regular follow-up
High- and Low-Context Communication	Adapts messages based on cultural differences	Trains staff in intercultural communication skills

2.7 Obstacles and Challenges

1. Cultural Obstacles to Communication in the Humanitarian Work

Environment

Cultural barriers are among the most prominent challenges facing effective communication in humanitarian organizations, given the diverse ethnic, social, and religious backgrounds among team members and target communities. This diversity leads to fundamental differences in the interpretation of signals, norms, values, and communication styles, making it difficult to build a shared understanding. The effects of these barriers are manifested in the failure of field campaigns, weak cooperation, escalating conflicts, and declining community trust in the organization. Cultural barriers vary in manifestations, including:

- A. Cultural biases, where preconceived stereotypes lead to discrimination or tension within teams or with communities (Ting-Toomey, 2015).
- B. Differences in communication styles. Some cultures favor direct and explicit communication, such as in Western countries, while others, such as Asian and Middle Eastern cultures, rely on indirect communication to maintain relationships (Judy Konst, 2018).
- C. Different interpretations of body language, such as eye contact or physical distance, can be interpreted positively or negatively depending on the cultural background (Hall, 1976).
- D. Different social values related to concepts such as authority, time, and teamwork, which influence leadership styles, meetings, and organizational communication (Hofstede, 2020).

One of the most prominent challenges facing communication processes within humanitarian organizations is cultural barriers, especially in multicultural environments. Differences in communication styles, interpretation of body language, social values, and biases directly influence the quality of communication between employees, leading to problems in managing meetings, understanding messages, and building trust between teams. Table (2.7.1) explain the most prominent of these cultural barriers and their direct impact on the effectiveness of communication in the humanitarian work environment,

highlighting the need to adopt cross-cultural communication strategies that enhance the efficiency of institutional performance.

Table (2.7.1): Main Cultural Barriers and Their Impact on Communication

Type of Cultural Barrier	Description	Impact on Communication
Different Communication Styles	Differences between direct and indirect styles	Misunderstanding messages, weakened open dialogue
Differences in Social Values	Varying views on time, authority, and collectivism	Conflicts in decision-making, poor meeting management
Variations in Interpreting Body Language	Differences in eye contact, gestures, personal space	Negative interpretations, tension in relationships
Prejudices and Biases	False assumptions about others	Weak trust, discrimination, frustration among local teams

The model used to address cultural challenges is the Cultural Competence Communication Model, which includes four main stages:

- Readiness to adapt: respecting diversity and interacting positively.
- Cultural awareness: understanding oneself and others.
- Cultural skills: adapting to different communication styles.
- Cultural knowledge: gathering information about different communities.

This model has proven effective in large organizations such as the Red Cross and Doctors without Borders (Betancourt et al., 2016). Suggested recommendations for overcoming these barriers include:

- Hiring local cultural mediators.
- Organizing cultural competency training.
- Opening channels for dialogue and exchange of opinions within multinational teams.
- Designing communication messages appropriate for the target cultures.

2. Technological Challenges

Although technology can improve the effectiveness of communication in humanitarian settings, excessive and unregulated reliance on it often leads to a range of challenges. These challenges are exacerbated in fragile or resource-scarce contexts, where digital infrastructure and skills are severely lacking. Addressing these challenges is critical because it not only enhances communication efficiency, but also increases the speed of crisis response, contributes to improved coordination between teams, and reduces administrative errors and duplication (ReliefWeb, 2023).

Key Technological Challenges:

- Digital privacy and security issues: Fear of data breaches, especially in conflict zones, reduces staff confidence in using digital tools (Humanitarian Data Exchange, 2021).
- Weak infrastructure: Such as power outages or poor internet access, leading to delays or interruptions in the delivery of essential information (UN Office for the Coordination of Humanitarian Affairs, 2023).
- Information fragmentation: The multiple digital platforms used within an organization lead to duplication of instructions and misallocation of tasks (Harvard Humanitarian Initiative, 2022).
- Digital skills shortage: A report by the International Federation of Red Cross and Red Crescent Societies (2022) indicates that nearly 40% of new humanitarian staff face technical difficulties that affect their ability to communicate effectively.

- Resistance to change: Some employees, especially those in traditional management positions, resist the use of modern communication tools, creating a digital divide within teams (USAID, 2023).

Suggested solutions include improving infrastructure through decentralized technologies such as satellites, regularly training employees on the use of digital tools, using encrypted platforms to ensure data privacy and security, unifying communication channels and adopting standardized communication protocols, and engaging employees in the selection of digital tools to reduce resistance to change.

3. Linguistic Obstacles to Communication within the Humanitarian Work Environment

Language plays a fundamental role in facilitating communication within humanitarian organizations, but it can pose a real barrier in multinational and multicultural settings. This is not limited to differences in mother tongues, but also includes technical terminology, poor written or oral expression, dialect differences, and inaccurate translation.

The most prominent types of language barriers are:

- A. Poor linguistic expression, including poor writing and oral presentation skills.
- B. Differences in mother tongues between staff and volunteers, leading to poor coordination.
- C. Inaccurate translation, especially in projects that rely on volunteers who lack specialized translation skills (Schramm and Jackson, 2021).
- D. Multiple dialects, leading to difficulty understanding, especially in field interactions.
- E. Technical terminology that may not be understood by everyone.

Factors that contribute to exacerbating barriers include:

- Lack of language training programs within capacity building plans (Active Learning Network for Accountability and Performance in Humanitarian Action, 2023).

- Establishing English as an official working language in non-native contexts (UNHCR, 2022).
- Relying on non-specialized translators.

The model of the impact of language barriers on the humanitarian project cycle illustrates how inaccurate translation or misunderstanding can lead to ineffective decisions, complicated implementation, and unclear reports submitted to funders, negatively affecting project quality. Proposed solutions include the use of digital simultaneous translation, simplifying language in official and field correspondence, providing specialized language training, and employing professional translators during the project design and report writing phases.

4. Organizational and Administrative Obstacles to Communication within Humanitarian Organizations

Organizational and administrative aspects constitute a critical environment for the success or failure of communication within organizations. Barriers related to organizational structure, centralization, and information flow hinder effective coordination and decision-making, especially in humanitarian work environments that require rapid response and accurate information.

The most prominent organizational barriers are:

- A. Excessive centralization leads to delayed decision-making and a lack of communication between headquarters and the field (Mintzberg, 2021).
- B. Poor information flow due to the absence of an effective communications system or bureaucracy (Robbins and Judge, 2022).
- C. A complex organizational structure, which leads to messages being lost as they travel between levels (Daft, 2020).
- D. The absence of a culture of institutional dialogue, which limits the internal expression of opinions (Kang and Song, 2022).

Poor horizontal coordination between departments due to internal conflicts or unconstructive competition (Lewis et al., 2023). Prominent examples of the impact of these central barriers include delayed disaster response, poor information leading to conflicting tasks, a complex structure leading to overlapping roles between departments,

and a lack of a communication culture that leads to the neglect of important field observations.

This cumulative relationship can be explained by figure (2.7.1), which shows the sequence of effects of organizational barriers on organizational performance efficiency. It highlights how any disruption in information flow or weak administrative coordination can lead to a series of negative outcomes, show the figure (2.7.1). This model reflects the causal relationship between organizational barriers and organizational performance, highlighting the need for structural and organizational reforms to ensure efficient communication and operational outcomes in complex humanitarian environments.

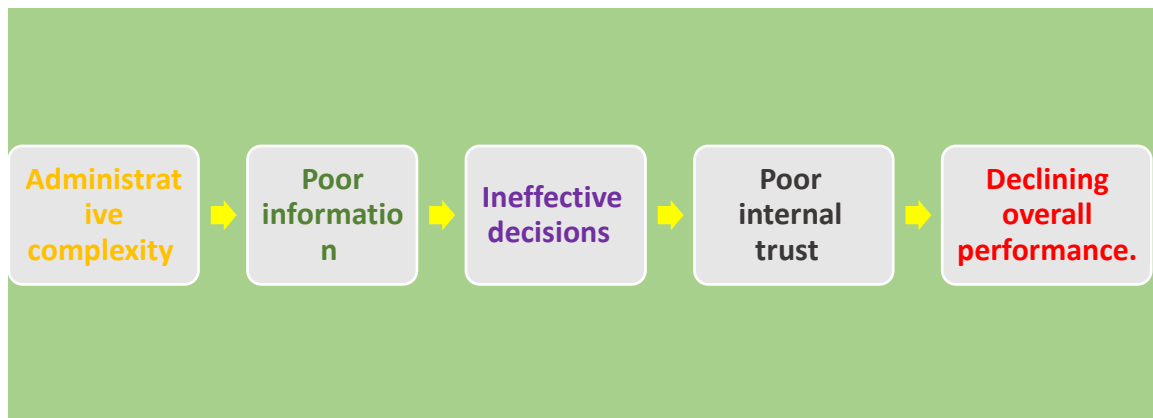


Figure (2.7.1): A Sequential Model of the Impact of Organizational Obstacles on the Efficiency of Institutional Performance

Recommendations to address these barriers:

- Establish flexible internal communication channels (vertical and horizontal).
- Establish a culture of transparency and accountability.
- Streamline the administrative structure and expand decentralization.
- Train leaders in coordination and management communication skills.
- Enhance the use of technology to connect headquarters with field teams.

Finally, multiple field experiments have shown that poor communication within humanitarian organizations leads to dire consequences for project progress, ranging from logistical failure and loss of trust among local communities to declining service quality.

Table (2.7.2) presents some studies and field experiments that reinforce the importance of effective communication within humanitarian organizations and its impact on project progress.

Table (2.7.2): The Impact of Weak Communication on the Elements of the Humanitarian Project

Affected Element	Result of Poor Communication	Example
Logistics Distribution	Delays or distribution failures	South Sudan
Community Relations	Loss of trust and public protests	Yemen
Technical Coordination	Duplication and waste of resources	Gaza

2.8 Previous Studies and Their Analysis

1. A systematic review of studies on effective communication

A review of the literature published between 2019 and 2024, relying on databases such as Scopus and Springer, revealed a growing interest in understanding the dimensions of effective communication in organizations. Studies focused on the impact of leadership and emotional intelligence (Almeida et al., 2023), digital transformation (Smith and Brown, 2022), communication in crisis environments (Hassan et al., 2021), and cultural and language barriers (Chen and Abdullah, 2019; Garcia and Lim, 2020).

A comparative analysis of recent studies reveals a diversity of research areas related to communication, ranging from digital transformation to emotional intelligence and cultural diversity. These studies highlight the importance of integrating the organizational context and tools used to ensure effective communication within humanitarian organizations. Table (2.8.1) below provides a brief comparison of the most prominent studies that addressed these aspects, along with an overview of the most important findings and practical recommendations for each.

Table (2.8.1): Brief Comparison of the Main Studies

Study	Field	Key Findings	Recommendations
Smith & Brown (2022)	Digital Transformation	30% increase in communication effectiveness	Enhance hybrid communication tools
Hassan et al. (2021)	Crisis Management	Reduced knowledge gaps between departments	Develop emergency communication plans
Garcia & Lim (2020)	Organizational Leadership	Transformational leadership enhances flow	Train leadership skills
Almeida et al. (2023)	Emotional Intelligence	Emotional communication boosts responsiveness	Include emotional intelligence in training
Chen & Abdullah (2019)	Cultural Diversity	Culture affects message interpretation	Design multicultural programs

2. Gaps that the current study fills

In light of a systematic review of previous studies related to organizational communication and project management in humanitarian organizations, a number of research gaps were identified that have not been adequately addressed, whether in terms of geographical context, integration of variables, the nature of the methodology used, or the angle of organizational analysis.

Therefore, this study does not aim to present a comprehensive ideal model for communication or project management, but rather to understand the relationship between effective communication and successful project management, and to diagnose the strengths and weaknesses of each within Palestinian humanitarian organizations, from the perspective of the employees themselves and within a realistic operational context. Table (2.8.2) shows, The most prominent of these research gaps, and how the current study

addressed them through multiple elements in terms of content, context, and methodology, the main research gaps that this study seeks to address are as follows:

Table (2.8.2): Research Gaps and How to Address Them in the Current Study

Type of Gap	Description of the Gap in Previous Studies	How the Current Study Addresses the Gap
Geographical Gap	Limited applied studies focusing on the Palestinian context	The study is conducted empirically in humanitarian NGOs operating in Hebron Governorate
Conceptual Integration Gap	Communication and project management are often studied as separate variables	Analyzing the correlational relationship between effective communication and project management improvement
Methodological Gap	Dominance of quantitative descriptive approaches	Adopting a mixed-methods approach (quantitative and qualitative) to enhance analytical interpretation
Level of Analysis Gap	Focus on general communication policies rather than internal project teams	Examining communication from employees' perspectives within humanitarian project teams
Performance vs. Effectiveness Gap	Assumption of communication effectiveness without precise measurement	Revealing strong project management systems alongside moderate communication effectiveness

Influencing Factors Gap	Limited examination of demographic and job-related variables	Analyzing the effects of age, experience, educational level, job title, and training
Practical Application Gap	Weak linkage between findings and actionable recommendations	Providing applied recommendations directed to NGO management and donors

3. Analyzing the results of the studies and comparing them with the theoretical framework.

The consistency of the results of previous studies with the adopted theoretical framework was analyzed (Shannon and Weaver, 1949; Maslow, 1943; Drucker, 1954; Hall, 1976). Analyzing the compatibility of previous studies with the theoretical framework is a necessary step to understand the consistency between field applications and theoretical aspects. Through this analysis, it is possible to evaluate the clarity of the messages used, the recipients' ability to comprehend them, the effectiveness of technological means, and the importance of feedback in improving performance. This is evident in Table (2.8.3), an analysis of the levels of compatibility with the theoretical framework, which highlights the percentages of compatibility, its causes, and recommendations related to each dimension of the communication process.

Table (2.8.3): Analysis of Compatibility with the Theoretical Framework

Dimension	Alignment Percentage	Reason	Recommendations
Message	90	Focus on its clarity and impact	Enhance message formulation and training
Medium	75	Use of technology and interactive media	Develop skills for using digital channels
Receiver	60	Some studies ignored the cultural aspect	Deeply analyze receiver contexts
Feedback	80	Vital tool in improving performance	Integrate field tools for quick feedback

4. Studies on communication in non-profit and humanitarian organizations

Numerous studies have confirmed the positive relationship between communication practices and project implementation effectiveness in humanitarian contexts. Al-Khader and Al-Jabri's (2019) study in Palestine showed a direct relationship between message clarity and field coordination. In contrast, Peterson et al.'s (2023) study showed that exclusive reliance on writing weakens coordination.

In light of the review of previous studies, it became clear that there are methodological and cognitive gaps that have not been adequately addressed in the literature on communication within humanitarian organizations, especially in complex local contexts. The current study sought to fill these gaps through an integrative approach that combines theoretical and field-based dimensions. Table (2.8.4) explain the most important gaps identified by the study and the methodology for addressing them.

Table (2.8.4): Gaps and How to Address Them in the Current Study

Type of Gap	Description of the Gap in Previous Studies	How the Current Study Addresses the Gap
Geographical Gap	Limited applied studies focusing on the Palestinian context	The study is conducted empirically in humanitarian NGOs operating in Hebron Governorate
Conceptual Integration Gap	Communication and project management are often studied as separate variables	Analyzing the correlational relationship between effective communication and project management improvement
Methodological Gap	Dominance of quantitative descriptive approaches	Adopting a mixed-methods approach (quantitative and qualitative) to enhance analytical interpretation
Level of Analysis Gap	Focus on general communication policies rather than internal project teams	Examining communication from employees' perspectives within humanitarian project teams
Performance vs. Effectiveness Gap	Assumption of communication effectiveness without precise measurement	Revealing strong project management systems alongside moderate communication effectiveness
Influencing Factors Gap	Limited examination of demographic and job-related variables	Analyzing the effects of age, experience,

		educational level, job title, and training
Practical Application Gap	Weak linkage between findings and actionable recommendations	Providing applied recommendations directed to NGO management and donors
Functional	Focus on general communication	Focus on project management within internal communication
Responsive	Weak treatment of feedback processes	Formal and informal analysis of feedback and emotional intelligence

When analyzing the gaps between theoretical frameworks and practical applications in the context of communication within humanitarian organizations, a set of structural and cognitive differences emerged that call for advanced analytical models. From this perspective, a special model was developed to link these various gaps within the multi-challenged Palestinian context. Figure (2.8.1) for linking theoretical and practical gaps illustrates these gaps along four main axes: the contextual gap, the analytical gap, the communication gap, and the cultural gap.

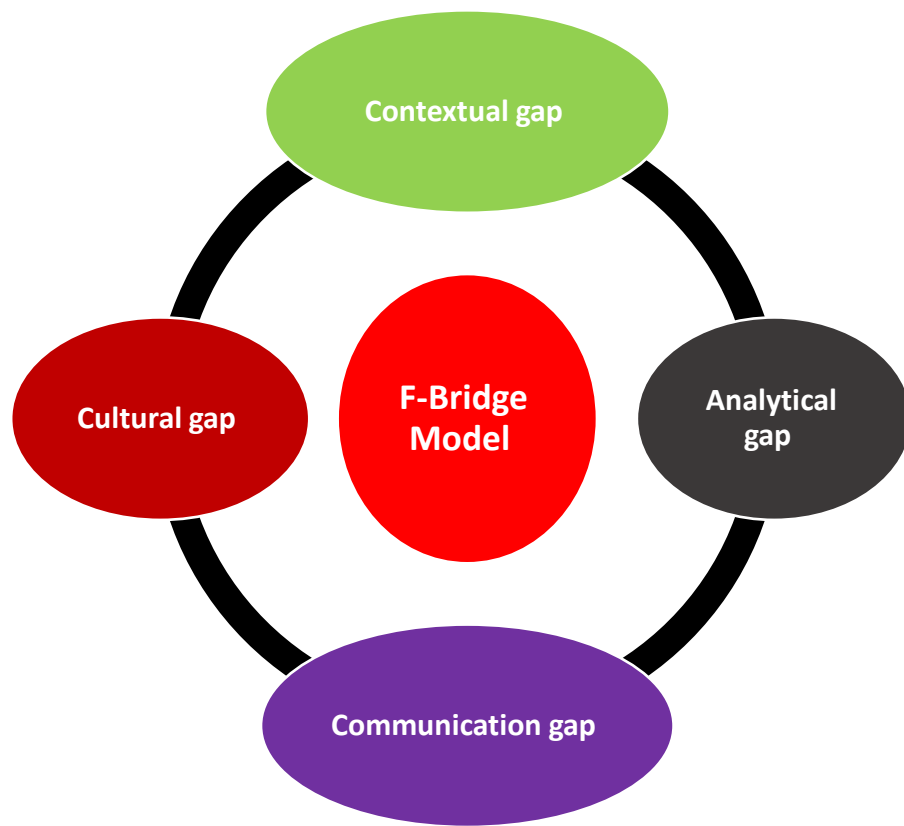


Figure (2.8.1): F-Bridge Model for Bridging Theoretical and Practical Gaps in Humanitarian Communication

Chapter Three

3. Methodology

3.1 Introduction

This chapter is one of the most important in the research, as it clarifies the methodological framework upon which the study was based in its design, implementation, and data analysis. It aims to explain the scientific procedures adopted for data collection and analysis to arrive at accurate, valid, and reliable results. Given the multidimensional nature of the study topic, which examines the role of effective communication in enhancing project management success in humanitarian organizations in Palestine, the study adopted a mixed-methods research approach with a predominantly quantitative orientation. This approach allows for the systematic measurement of organizational phenomena while providing contextual understanding to support and interpret the quantitative findings (Cresswell and Plano-Clark, 2018; Chakouri and Tidley, 2019).

The quantitative component is the core of the study and relies on a descriptive analytical design using a structured questionnaire to measure employees' perceptions of communication effectiveness and project management success. This approach is widely used in project and organizational management research due to its ability to generate numerical data suitable for statistical analysis and comparison across different organizational contexts (Bryman, 2016; Field, 2018). The study also incorporates a supporting qualitative dimension through the adoption of a case study methodology, focusing on humanitarian organizations operating in Hebron as a field model. The qualitative component aims to generate supporting qualitative findings through semi-structured interviews to enrich, explain, and interpret the quantitative results. But rather to contextualize the findings and justify the choice of variables and research focus, in line with the recommendations of previous studies in humanitarian and organizational research (Yin, 2018; Silverman, 2021).

This chapter details the procedures used to define the study population and sample, the data collection methods, the analytical techniques employed for both the supporting quantitative and qualitative components, and the ethical standards governing the research process. The integration of these methods enhances the robustness of the study and strengthens the interpretation of the results, while maintaining adherence to scientific and ethical standards in social research (Cresswell, 2020).

3.2 Study Methodology and Design

This study employs a mixed-methods research methodology with a quantitative structure. It aims to investigate the role of effective communication in enhancing project management success within humanitarian organizations in Palestine. The mixed-methods approach was chosen to ensure methodological rigor by combining numerical measurement with contextual understanding, a widely recommended practice in organizational and project management research (Cresswell and Plano-Clark, 2018; Chakouri and Tidley, 2019). The quantitative component forms the main methodological foundation of the study and follows a descriptive analytical approach. It aims to measure the level of effective communication and its relationship to project management success through the collection of structured numerical data. This approach is particularly suitable for studies that seek to identify patterns, relationships, and levels of agreement among actors within organizations (Bryman, 2016; Field, 2018). Therefore, this study adopts a mixed-methods research methodology with a quantitative structure, seeking to investigate the role of effective communication in enhancing project management success within humanitarian organizations in Palestine. To complement the quantitative findings, a supporting qualitative dimension was added through the use of a case study approach. The case study focuses on humanitarian organizations operating in Hebron and is used to contextualize quantitative findings and justify the choice of variables, rather than to generate independent qualitative results. This integration enhances the depth of interpretation without altering the study's fundamental quantitative structure, as recommended by (Yin, 2018) and (Silverman, 2021).

This methodological design is justified for several reasons:

- 1. Alignment with research objectives:** This design allows for the systematic measurement of communication practices and their impact on project management outcomes, while permitting contextual interpretation.
- 2. Reduction of methodological bias:** Integrating supporting qualitative insights helps mitigate the limitations of relying solely on self-reported quantitative data, thus enhancing internal validity.
- 3. Consistency with previous studies:** Mixed methodologies or approaches primarily based on quantitative methods have been successfully used in studies

examining communication and project management in humanitarian and organizational contexts (Allen and Brady, 2018; Robbins and Goodge, 2022).

Accordingly, this study is classified as research that relies primarily on the quantitative method, which ensures consistency between the research design, data collection tools, and analytical procedures, while maintaining consistency in all chapters of the thesis.

3.2.1 Study Design

The study was designed using a predominantly quantitative framework combining quantitative and mixed methodologies. Primary data collection relied on a structured questionnaire, while a supporting qualitative approach was integrated through a case study design. This design aligns with contemporary methodological practices in organizational and project management research, where quantitative measurement is enhanced through contextual framing (Cresswell and Plano-Clark, 2018).

The quantitative component represents the core experimental element of the study, focusing on measuring employees' perceptions of effective communication and its impact on project management success within humanitarian organizations. The questionnaire was developed using a rigorous scientific process to ensure the accurate identification of study variables and their alignment with the research objectives (Bryman, 2016; Field, 2018).

The qualitative component represents the case study methodology, with humanitarian organizations operating in Hebron selected as the specific field context for the study. The purpose of adopting the case study was not to conduct an independent qualitative analysis, but rather to provide a realistic organizational setting that supports the interpretation of quantitative results and enhances methodological coherence (Yin, 2018).

The study design was implemented through the following steps:

- The questionnaire was designed based on theoretical models and previous empirical studies that addressed communication and project management in humanitarian and organizational contexts.

- The questionnaire was structured into clearly defined sections that correspond to the study variables, including dimensions of communication and project management success indicators.
- Hebron was selected as the case study location due to the diversity of humanitarian organizations and their work contexts.
- The questionnaire was distributed electronically and in paper to staff working in humanitarian organizations within the selected case study area.
- Quantitative data were analyzed using appropriate statistical methods, such as means, standard deviations, correlation analysis, and regression models, with the results interpreted within the context of the case study.
- Collection of qualitative data was conducted through semi-structured interviews with project managers, program coordinators, and key staff members in humanitarian organizations in Hebron Governorate.
- The interviews aimed to deepen understanding of effective communication practices and the challenges associated with them within the humanitarian work environment.
- Electronic communication methods, including email correspondence and official telephone calls, were used to support data collection by arranging interviews and obtaining additional clarification on specific questionnaire items.

This integrated approach contributed to enhancing the integration of quantitative and qualitative data, which improved the reliability and accuracy of the study results. It also ensured that the study design was consistent with its objectives, data collection procedures, and the adopted analysis strategy, while maintaining the required level of quantitative accuracy necessary to support the results that will be presented and analyzed in the following chapter.

3.2.2 Variables of the Study

This study examines the relationship between effective communication as an independent variable and project management success as a dependent variable, within the context of humanitarian organizations operating in Palestine.

– Independent Variable: Effective Communication

Effective communication refers to the systematic and purposeful exchange of information between individuals and organizational units through verbal, written, and technological channels, ensuring clarity, mutual understanding, feedback, and timely information flow. In this study, effective communication is defined through multiple dimensions, including verbal and nonverbal communication, written communication, and the use of technological communication tools, consistent with previous organizational communication research (Robbins & Goode, 2022; Allen & Brady, 2018).

– Depending Variable: Project Management Success

Project management success is defined as the extent to which humanitarian projects achieve their intended objectives within time, cost, and quality constraints, while ensuring effective coordination, stakeholder satisfaction, and adaptability to humanitarian contexts. This variable is measured through indicators related to execution efficiency, coordination effectiveness, and overall project outcomes, in line with established project management literature (Kerzner, 2019; Project Management Institute, 2021).

By clearly defining and applying these variables practically, the study ensures logical consistency between the research objectives, hypotheses, data collection tools, and analytical procedures. This clarity also facilitates the development of a coherent conceptual framework that links communication dimensions to project management success outcomes.

To clarify the relationship between the theoretical framework and the measurement tool, thereby supporting the consistency of the data collection methodology and statistical analysis, Table (3.1), presenting the main variables of the study along with their theoretical dimensions and the practical indicators used in the questionnaire. The independent variable represents effective communication with its various components, including verbal and nonverbal communication, written communication, technological communication, and coordination between organizational units. The dependent variable represents the success of project management through performance indicators such as adherence to the schedule, quality of execution, efficiency in resource utilization, speed of response, achievement of objectives, and satisfaction of stakeholders and beneficiaries.

Table (3.1) Research Variables and Their Dimensions

Variable Type	Variable	Theoretical Dimension	Indicators / Questionnaire Items
Independent	Effective Communication	Verbal & Non-verbal Communication	Clarity of spoken messages, understanding signals and behaviors
Independent	Effective Communication	Written Communication	Clarity of reports, emails, and instructions
Independent	Effective Communication	Technological Tools	Use of email, virtual meetings, and digital platforms
Dependent	Project Management Success	Project Management	Time performance, quality, efficiency, responsiveness, goal achievement

3.2.3 Study Hypotheses

Based on the study's objectives and research questions, the study hypotheses were formulated to clarify the expected relationships between the dimensions of effective communication and project management success in humanitarian organizations. This aligns with the study's conceptual framework and ensures methodological consistency and analytical clarity. Since the questionnaire was designed to cover the basic communication hypotheses, its items were reclassified into Sub-hypotheses representing each of the hypotheses adopted in Chapter 1. This allows for accurate and consistent statistical testing in accordance with the research objectives (Pallant, 2020). The use of these sub-hypotheses aims to clarify how each of the different communication dimensions relates to project management outcomes, ensuring that the data collection tool (the questionnaire) is consistent with the theoretical hypotheses. This adaptation also enables

quantitative analysis using appropriate statistical methods, such as means, correlation analysis, and regression models, and enhances the accuracy and interpretability of the results within the complex humanitarian environment in Palestine (Field, 2018).

This systematic arrangement ensures the integration of the study's instruments with its original objectives and hypotheses, and allows for a clear link between the data collected from the questionnaire and the sub-hypotheses. This reflects the practical relationship between the different dimensions of communication and the success of humanitarian projects according to established academic standards.

The current questionnaire was designed to cover the main dimensions of the hypotheses adopted in Chapter 1: inclusive and effective communication, to assess the effectiveness of communication within humanitarian project teams in Palestine, and to evaluate the level of project management in humanitarian organizations in Palestine. To ensure the systematic testing of these hypotheses, the questionnaire items were reclassified into main and sub-hypotheses. Table (3.2) illustrates how this approach enables the integration of collected data in accordance with the adopted hypotheses and facilitates statistical analysis using SPSS software. It also aligns with established research practices for analyzing multidimensional questionnaires (Hair et al., 2019; Pallant, 2020; Field, 2018).

Table (3.2): Hypotheses and sub-hypothesis

Hypothesis	Sub-hypothesis
H1: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.	H1.1: The relationship between effective verbal and nonverbal communication and enhanced project management. H1.2: The relationship between effective written communication and enhanced project management. H1.3: The relationship between effective technological communication and enhanced project management.

Hypothesis	Sub-hypothesis
H02: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to Personal variables.	H02.1: Differences in communication effectiveness within humanitarian project teams are attributed to the gender variable. H02.2: Differences in communication effectiveness within humanitarian project teams are attributed to the age variable. H02.3: Differences in communication effectiveness within humanitarian project teams are attributed to the educational level variable. H02.4: Differences in communication effectiveness within humanitarian project teams are attributed to the type of humanitarian organization variable. H02.5: Differences in communication effectiveness within humanitarian project teams are attributed to the years of experience variable. H02.6: Differences in communication effectiveness within humanitarian project teams are attributed to the job title variable. H02.7: Differences in communication effectiveness within humanitarian project teams are attributed to the communication skills training variable.
H03: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in	H03.1: Differences in project management skills are attributed to the gender variable. H03.2: Differences in project management skills are attributed to the age variable. H03.3: Differences in project management skills are attributed to the educational level variable.

Hypothesis	Sub-hypothesis
Palestine from NGOs Employees perspective due to Personal variables.	H03.4: Differences in project management skills are attributed to the type of humanitarian organization variable. H03.5: Differences in project management skills are attributed to the years of experience variable. H03.6: Differences in project management skills are attributed to the job title variable. H03.7: Differences in project management skills are attributed to the training variable.

These hypotheses collectively reflect the study's central assumption, which states that higher levels of effective communication across various channels contribute to improved project management outcomes. The hypotheses are quantitatively tested using appropriate statistical techniques, as detailed in the Data Analysis section, and conceptually supported by the context of the qualitative case study adopted in this research.

3.3 Study Population

The study population comprises all humanitarian and non-governmental organizations operating in Palestine that are involved in the planning, implementation, and management of development, relief, and humanitarian projects. This includes local, international, and joint partnership organizations officially registered with the relevant Palestinian authorities and operating in the West Bank and Gaza Strip. These organizations vary in size, focus, funding mechanisms, and administrative structures, making them a suitable population for studying communication practices within complex project environments (Bryman, 2016; Robbins & Goodge, 2022). Given the contextual and organizational diversity of the study population, Hebron was chosen as the case study location. Hebron is home to a large number of humanitarian organizations representing multiple sectors, including relief, health, education, and development, allowing for the study of communication dynamics within a well-defined but diverse organizational environment (Yin, 2018). The choice of Hebron enhances the qualitative dimension of the study by providing a practical and realistic context for interpreting the quantitative findings. According to the Ministry of Social Development (2024), the number of non-profit and

humanitarian organizations operating in Hebron exceeds 180. These include local organizations implementing short-term relief and service projects, as well as international organizations managing long-term development and humanitarian programs.

Accordingly, the primary study population comprises all humanitarian organizations operating in Palestine, while the field study population consists of humanitarian organizations operating within the Hebron Governorate, as defined by the case study in this research. Table (3.3) shows the classification of the study population by organization type, highlighting the diversity of institutional contexts included in the study and confirming the generalizability of the findings to similar humanitarian contexts.

Table (3.3): Classification of the Study Population by Type of Organization

Type of Organization	Scope of Work	Estimated Number of Organizations	Examples
Local Non-Profit Organizations	Relief, Health, and Educational Projects	110	Palestinian Medical Relief Society, Palestinian Red Crescent Society
International Organizations	Long-term Development and Humanitarian Projects	45	Médecins Sans Frontières (MSF), Save the Children, Oxfam
Local-International Partnership Organizations	Joint Development Programs	25	CARE International – Hebron, Catholic Relief Services (CRS)
Total	–	Approximately 180	–

Source: Ministry of Social Development (2024).

3.4 Study Sample and Selection Method

Given the size and diversity of the study population, a carefully structured sampling strategy was adopted to ensure optimal representation while minimizing potential bias and subjectivity. The study employed a combination of stratified and purposive sampling techniques, commonly used in organizational and humanitarian research where population variability is high (Etikane, 2017; Breiman, 2016).

In the first phase, stratified sampling was used to classify humanitarian organizations operating in Hebron according to their organizational type (local organizations, international organizations, and local-international partnership organizations). This classification ensured proportional representation of the main sectors of humanitarian work and reduced sampling bias associated with organizational diversity.

In the second phase, purposive sampling was applied to select respondents within the organizations, targeting staff directly involved in project planning, implementation, coordination, and communication. This approach was adopted to ensure that participants possessed sufficient knowledge and experience relevant to the study variables, thus enhancing the credibility of the collected data (Cresswell, 2020).

The quantitative study sample consisted of 146 staff members working in project management, coordination, administration, and field positions within humanitarian organizations operating in Hebron. The sample included respondents from various job levels, such as project officers, coordinators, managers, and administrative staff, to encompass diverse perspectives on communication practices and project management processes.

The use of stratified, purpose-based sampling helps minimize selection bias and enhances the credibility and generalizability of the results in similar humanitarian organizational contexts. Table (3.4) shows the distribution of the quantitative study sample according to organization type, demonstrating balanced representation across organizational categories.

Table (3.4): Distribution of the quantitative Study Sample by Type of Organization

Type of Organization	Survey Participants	Percentage
Local Organizations	73	50%
International Organizations	49	33.3%
Local-International Partnership Organizations	24	16.7%
Total	146	100%

These numbers were selected in proportion to the size of each organization category and the number of employees in Hebron, ensuring gender balance and representation of various administrative positions within each institution.

In addition to the quantitative sample, a qualitative sample representing approximately 10% of the participants was selected for in-depth interviews with selected staff members at various functional levels within humanitarian organizations in Hebron. Table (3.5) illustrates the sample and qualitative data collection methods, reflecting a standardized sample and enhancing the study's credibility (Creswell, 2020; Bryman, 2016).

Table (3.5): Distribution of Quantitative and Qualitative Sample and Data Collection Methods

Sample Type	Total Number	Percentage of Total Sample	Data Collection Method	Notes
Quantitative (Surveys)	146	90%	Paper / Online Surveys	Includes staff from all job levels within humanitarian organizations
Qualitative (Interviews)	15	10%	Face-to-face interviews, phone calls, email	Targeted at staff with direct experience in project management and

				communication for in-depth insights
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The table (3.5) details the data collection methods for each sample type, enhancing the study's credibility and ensuring balanced representation of participants from various functional levels and humanitarian organizations in Hebron. This data helps interpret the quantitative results and correlate them with the qualitative observations, thus supporting the analysis of the relationship between communication and successful project management.

3.5 Data Collection type and analysis

Data collection in this study was conducted in a systematic manner consistent with the adopted mixed-methods research design. The study relied primarily on empirical data collected directly from participants, supported by secondary sources that provided contextual and organizational background relevant to the research setting. The integration of these data types contributed to a comprehensive understanding of communication practices and project management success within humanitarian organizations.

– Primary data collections

Primary data constituted the core source of evidence for the study and were obtained through a structured questionnaire administered to employees working in humanitarian organizations in the city of Hebron. The questionnaire aimed to capture quantitative data reflecting respondents' perceptions of effective communication practices and their influence on project management success. The use of questionnaires allowed for the collection of standardized and comparable data across respondents, which is particularly suitable for organizational and project management research contexts (Bryman, 2016; Field, 2018). Despite the difficulty of filling out the questionnaire due to the lack of response from many of the target audience in distributing the questionnaire. The questionnaire was carefully designed based on an extensive review of relevant literature and prior empirical studies addressing communication, organizational behavior, and project management in humanitarian and non-profit organizations (Allen & Brady, 2018; Robbins & Judge, 2022; Project Management Institute, 2021). This process ensured that the questionnaire items were conceptually grounded and directly aligned with the study objectives and research variables.

– Secondary data collections

In addition to primary quantitative data, secondary data were consulted to support the contextual dimension and case study of the research. This data included annual reports, policy documents, and official publications issued by humanitarian organizations, as well as reports issued by the Palestinian Ministry of Social Development. Although some of these documents were not readily available in their original written or official formats, some of this data was obtained through informal channels and informed human sources within the relevant institutions, solely for the purpose of describing the general context of the study. These sources were used to characterize the study environment and justify the selection of Hebron as the geographical scope of the study, without being relied upon for direct qualitative analysis. The complete questionnaire adopted for this study and used in the data collection process is presented in Appendix (A).

Furthermore, qualitative insights were obtained through semi-structured interviews with 15 staff members working in humanitarian organizations operating in Hebron Governorate – Palestine., telephone communications, and email exchanges with selected staff members. These interactions focused on exploring issues related to communication effectiveness, challenges in information flow between organizational units, and the role of technological communication tools in project implementation. The qualitative inputs were used to complement and clarify the quantitative findings, thereby enhancing the overall credibility of the study and supporting the interpretation of results within similar humanitarian contexts (Creswell, 2020; Bryman, 2016).

The interview guide was designed to explore the same key dimensions addressed in the questionnaire: verbal and nonverbal communication, written communication, technological communication tools, and communication challenges. The guide included open-ended questions designed to allow participants to explain their experiences and perceptions of communication practices within humanitarian project teams and their impact on project management, in line with the dimensions analyzed in the quantitative questionnaire (see Appendix B).

The questionnaire consists of four main sections. Each section corresponds to a specific dimension of effective communication or project management success, as shown in Table

(3.6), which details the questionnaire's dimensions, number of items, and measurement objectives.

Table (3.6): Main Questionnaire Dimensions

Dimension	Number of Items	Purpose
General Information Section	8	to collect demographic data about participants
Effective communication		
Verbal and Non-verbal Communication	10	Measure the level of internal communication among team members
Written Communication	7	Assess the effectiveness of technological tools in information exchange
Technological Communication Tools	8	Examine the impact of organizational culture and management on communication
Project management		
Project management	15	Measure the level of Project management

The questionnaire consists of four main sections. Each section corresponds to a specific dimension of effective communication or project management success, as shown in Table (3.6), which details the questionnaire's dimensions, number of items, and measurement objectives. The questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for precise quantitative measurement of respondents' perceptions and facilitating statistical analysis.

3.6 instrument Validity and Reliability

This section discusses the procedures used to ensure the overall validity and reliability of the research, with a particular focus on the questionnaire as the primary data collection tool. Ensuring research validity and reliability is essential for enhancing the credibility, accuracy, and trustworthiness of the study's findings (Cresswell, 2020).

– Instrument Validity

Content validity was ensured through expert review. A team of academic specialists in project management, organizational communication, and humanities studies evaluated the questionnaire items. The experts assessed the suitability, clarity, and alignment of the questionnaire items with the study's objectives, research questions, and variables. Based on their feedback, several items were improved to enhance linguistic clarity and conceptual precision, thereby strengthening the overall validity of the instrument (Sekaran and Boji, 2016). Construction validity was further supported by grounding the questionnaire items in established theoretical frameworks and previous empirical studies, ensuring that each dimension accurately represents the concept being measured (Hair et al., 2020).

– Instrument Reliability

Reliability refers to the consistency and consistency of measurement results when a research instrument is applied under similar conditions. In this study, reliability was assessed using Cronbach's alpha, a common

ly used coefficient for evaluating internal consistency in social science research. The overall Cronbach's alpha value for the questionnaire was 0.91, indicating a high level of internal consistency and reliability. According to Hair et al. (2020), alpha values greater than 0.70 are considered acceptable, while values greater than 0.80 indicate high reliability. Therefore, the results confirm that the questionnaire is a reliable tool for measuring communication effectiveness and project management success in humanitarian organizations.

3.7 Data Analysis Methods

This section describes the statistical methods used to analyze the quantitative data collected through the questionnaire, in accordance with the descriptive and quantitative research methodology adopted in this study. All collected data were coded, entered, and analyzed using Statistical Package for the Social Sciences (SPSS) version 26. Descriptive statistics were applied to describe the demographic characteristics of the study sample

and to summarize respondents' perceptions of effective communication and project management success. These methods included frequencies, percentages, means, and standard deviations, which are commonly used tools in social and organizational research to present quantitative data clearly and systematically (Field, 2018).

To test the study hypotheses and examine the relationships between independent and dependent variables, inferential statistics were used. These methods included Pearson's correlation coefficient to measure the strength and direction of relationships between variables, and simple linear Pearson correlation coefficient was used to test the study hypotheses at significance level ($\alpha \leq 0.05$).to assess the predictive impact of effective communication dimensions on project management success. The statistical methods chosen are consistent with the quantitative nature of the study and the structure of the research hypotheses, ensuring methodological consistency and analytical accuracy (Hair et al., 2020).

The model illustrates the conceptual model of the study, showing the logical connection between the research questions, the study variables, and its hypotheses. The figure (3.1) shows how effective communication, represented by its main dimensions, is supposed to affect the success of project management in humanitarian organizations operating in Palestine.

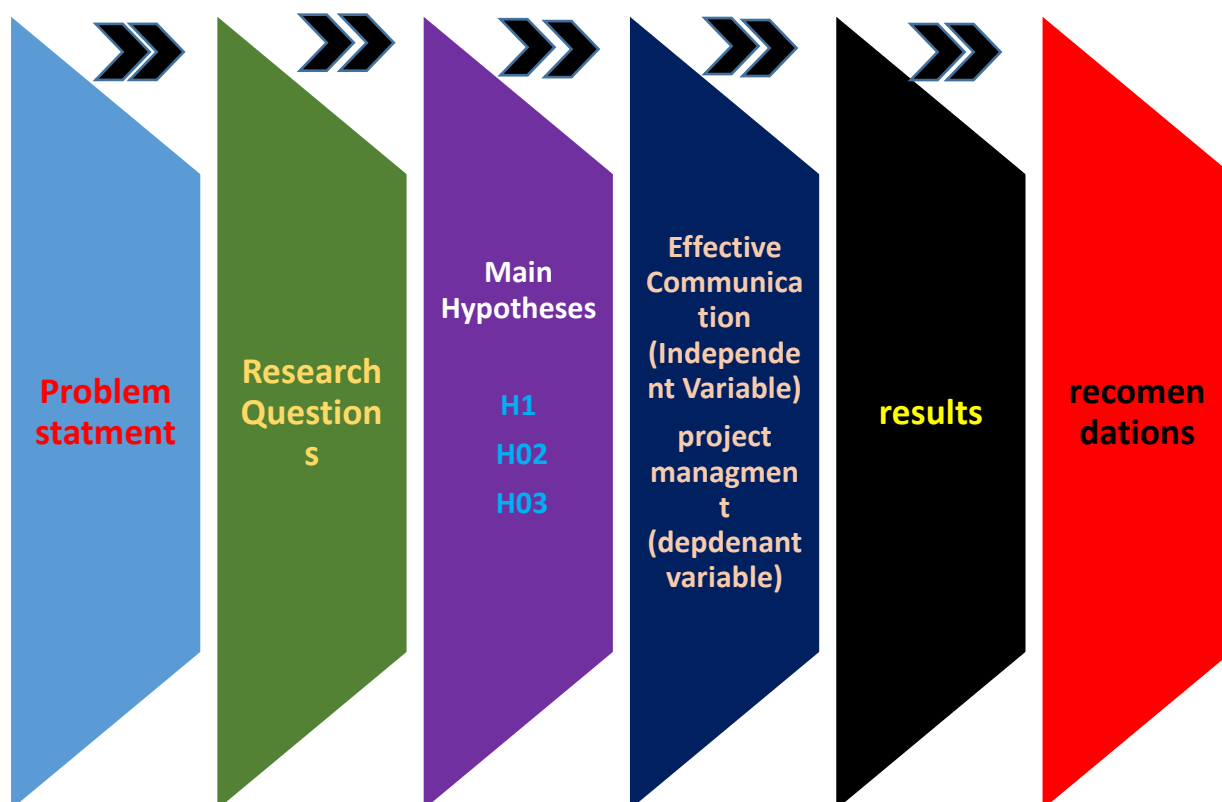


Figure (3.1): Conceptual Model of the Study Research Questions, Variables and Hypotheses, (Prepared by the Researcher)

The model helps to clarify how the research variables are related and ensures consistency between the objectives, hypotheses, and quantitative analysis used in the study.

3.8 Ethical Considerations

Ethical considerations were carefully observed throughout the research process, in accordance with internationally recognized ethical standards for social and organizational research. Ethical commitment is essential to protecting participants' rights, ensuring data integrity, and enhancing the credibility of research findings (Cresswell, 2020). Prior to data collection, participants were clearly informed of the study's purpose, objectives, and academic nature. Participation was entirely voluntary, and participants were given the right to decline or withdraw at any stage without consequence.

Strict confidentiality and anonymity were maintained; no personally identifiable information, such as names or contact details, was collected. All responses were treated confidentially and compiled solely for statistical analysis. The collected data was used exclusively for scientific and academic purposes related to this research.

Furthermore, the researcher ensured that the questionnaire items did not contain any sensitive or harmful content and that they respected the professional and cultural context of humanitarian organizations operating in Palestine.

3.9 Research Resources and Requirements

This study required a range of academic, human, and technical resources to ensure its proper implementation and the achievement of its objectives. Adequate planning and resource availability are essential for conducting rigorous and reliable scientific research (Cresswell, 2020). Human resources included the cooperation and participation of staff working in humanitarian organizations in Hebron, who provided primary data by responding to the questionnaire. Organizational management support facilitated access to respondents and increased response rates, which positively contributed to data quality.

Technical resources included the use of computers and specialized statistical software, specifically the Statistical Package for the Social Sciences (SPSS), version 26, which was used for coding, processing, and statistically analyzing the data. Microsoft Word and Microsoft Excel were used for data organization, table preparation, and results documentation. Academic sources included recent books, articles published in peer-reviewed journals, and previous empirical studies published between (2018 - 2025), focusing on effective communication, project management, and humanitarian organizations. These sources were used to build the theoretical foundation, support the methodology, and interpret the study's findings, ensuring their alignment with current academic discussions and practices.

Time management was also considered a fundamental research requirement, as the study was conducted within a specific academic timeframe that encompassed questionnaire design, data collection and analysis, and the writing of the results report.

3.10 Summary

This chapter provides a comprehensive and systematic explanation of the research methodology adopted to study the impact of effective communication on the success of project management in humanitarian organizations operating in Palestine. The chapter details the descriptive and quantitative research design, supported by a qualitative approach—specifically, a mixed-methods approach chosen based on the nature of the research objectives and questions. The study population and sampling procedures are

clearly defined and justified, emphasizing the use of stratified and purposive sampling methods to ensure representativeness and minimize bias. The chapter also details the data collection process, highlighting the structured questionnaire as the primary research instrument and specifying the types and sources of data used, including interviews and their classifications, to support and complete the study effectively.

Furthermore, the chapter explains the procedures followed to ensure the validity and reliability of the research, including expert review and the use of Cronbach's alpha coefficient, which demonstrated a high level of internal consistency. Statistical data analysis methods are also explained, specifying the use of SPSS (version 26) and appropriate descriptive and inferential statistical techniques that align with the quantitative nature of the study. Ethical considerations and research resources were also taken into account to ensure the transparency, integrity, and viability of the research process. Overall, this chapter provides a solid methodological foundation for presenting and discussing the study's findings in the following chapter.

Chapter four

4. Data Analysis & Findings

4.1 Introduction

The purpose of this study is to investigate The Role of Effective Communication in Enhancing Project Management in Humanitarian Service Organizations in Palestine: An Applied Study on [NGOs]. This chapter is a key component of the study, presenting and analyzing field data collected from staff working in humanitarian organizations in Palestine. The aim is to answer the research questions, test the hypotheses, and arrive at accurate scientific results that reflect the reality of effective communication and the level of project management within these organizations. The chapter relies on transforming the raw data extracted from the questionnaire into interpretable statistical indicators. This allows for examining the relationships between variables, measuring their levels, and revealing differences in the responses of sample members based on their personal and professional characteristics. Methodological literature confirms that data analysis is fundamental to moving from description to the scientific interpretation of administrative and social phenomena (Creswell & Creswell, 2018).

This chapter includes a detailed presentation of the results of the statistical analysis. It begins with a descriptive analysis of the data using arithmetic means and standard deviations to determine the level of both effective communication, in its various dimensions, and the level of project management in humanitarian organizations. This is considered a fundamental method for understanding the general trends in the data (Pallant, 2020). The chapter then moves on to testing the relationship hypotheses using Pearson's correlation coefficient to measure the strength and direction of the relationship between variables. Additionally, it employs the t-test and one-way analysis of variance (ANOVA) to reveal differences in the mean responses of the sample members based on their demographic and occupational variables. These are standard statistical procedures in management and behavioral studies (Hair et al., 2019; Sekaran & Bougie, 2016). Based on these findings, the chapter provides a scientific interpretation of the data and links it to the study's objectives, paving the way for the following chapter, which discusses the results, draws conclusions, and makes recommendations. The results of this study are presented in this chapter by discussing research questions in light of NGOs employees' survey questionnaire.

In addition to the quantitative findings, this chapter also presents qualitative results derived from semi-structured interviews with selected team members. These results contribute to a deeper understanding of communication practices and support the interpretation of the quantitative findings, consistent with the mixed-methods research methodology employed in this study.

4.2 Response Rate and respondent characteristics

4.2.1 Response Rate

In this research, the study sample was selected using a stratified random sampling technique based on the gender and directorate of teachers. The sample size was determined according to the scientific principles set by Kerjcie and Morgan (1970) to ensure that it adequately represented the study population. The appropriate study sample size was determined using the following equation:

$$n = \frac{X^2 NP(1 - p)}{d^2(N - 1) + X^2 P(1 - P)}$$

$$n = \frac{1.96^2 \times (240) \times 0.5(1 - 0.5)}{(0.05^2) \times (239) + 1.96^2 \times 0.5(1 - 0.5)} = 146$$

n = sample size

X = is the Z score = 1.96 (Confidence Level 0.95)

D = is the margin of error =0.05

N is the population size =240

P= is the population proportion 0.5 (this provide minimum sample size)

This equation selected the minimum sample for the study, and the researcher distributed (165) questionnaires to a sample of employees in Humanitarian Service Organizations, representing (58.9%) of the study community as a whole; the total number of questionnaires returned correctly and ultimately was (146) with receiving rate (88.5%). Table (4) shows the distribution of sample according to the study variables:

Table (4): Employees distribution according to the independent variables

variables	Level	Frequencies	Percentage
Gender	Male	81	%55.5
	Female	65	%44.5
Total		146	%100
Age	18-24	14	%9.6
	25-34	30	%20.5
	35-44	58	%39.7
	45-54	28	%19.2
	55+	16	%11
Total		146	100%
Educational level	Diploma	37	%25.3
	BA	81	%55.5
	MA	21	%14.4
	PhD	7	%4.8
Total		146	100%
	INGO	13	%32.9
	Local Association	49	%17.1
	Other	84	%13.7
Total		146	%36.3
Years of experience	Less than 1 year	48	%32.9
	1-3 years	25	%17.1
	4-6 years	20	%13.7
	More than 7 years	53	%36.3
Total		146	%100
Job title	Manager	25	17.1%
	Officer	83	56.8%
	Coordinator	12	8.2%
	Volunteer	26	17.8%
Total		146	100%
	Yes	110	75.3%

Receiving training in communication in skills	No	36	24.7%
Total		146	100%

Table (4) presents the demographic characteristics of the study sample. The results indicate that the respondents represent a diverse group of employees working in humanitarian organizations in Hebron Governorate, southern Palestine. This diversity enhances the representativeness of the sample and supports the generalizability of the findings within the study context.

4.2.2 Demographic characteristics of the study

– Gender

Regarding gender distribution, males constituted 55.5% of the respondents, while females constituted 44.5%, see Figure 4.1. This relatively balanced distribution reflects the actual gender participation in humanitarian organizations in the study area.

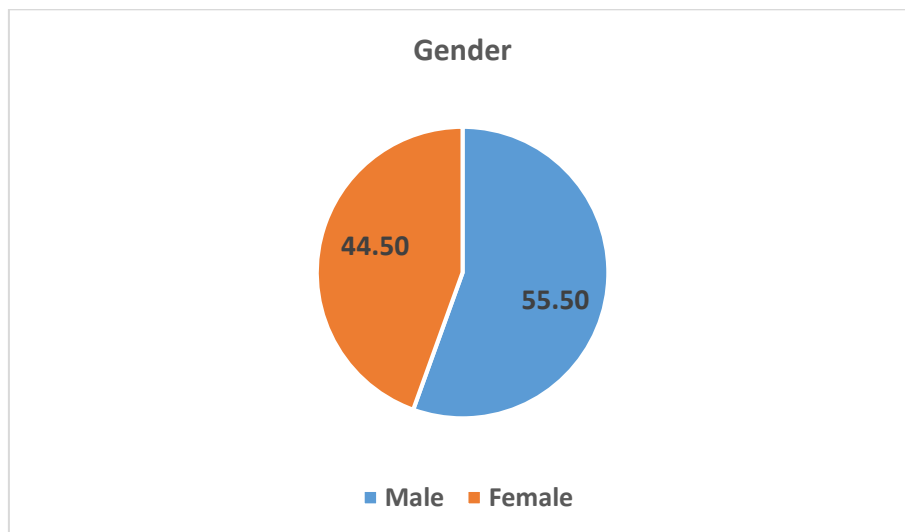


Figure (4.1): Gender Distribution of Respondents

– Age

In terms of age, the majority of participants were between 35 and 44 years old (39.7%), Followed by the 25-34 age group (20.5%), while younger employees (18-24 years old) Comprised 9.6%, see Figure 4.2. This suggests that most participants belong to active professional age Groups, which supports the reliability of their responses regarding communication and Project management practices.

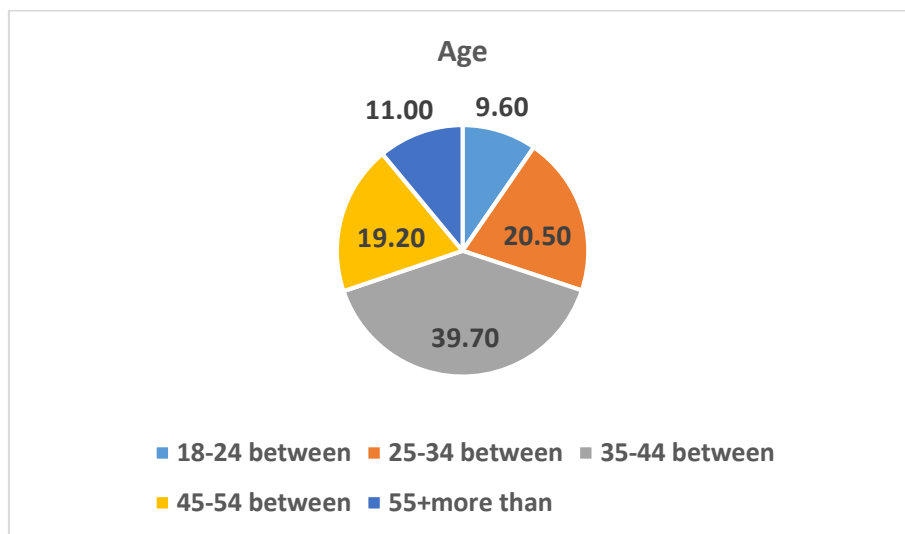


Figure (4.2): Age Distribution of Respondents

– Educational level

Regarding educational level, the majority of participants hold a bachelor's degree (55.5%), followed by diploma holders (25.3%), master's degree holders (14.4%), and finally, doctoral degree holders (4.8%), see Figure 4.3. This indicates that the majority of participants possess sufficient academic qualifications for professional work in humanitarian organizations.

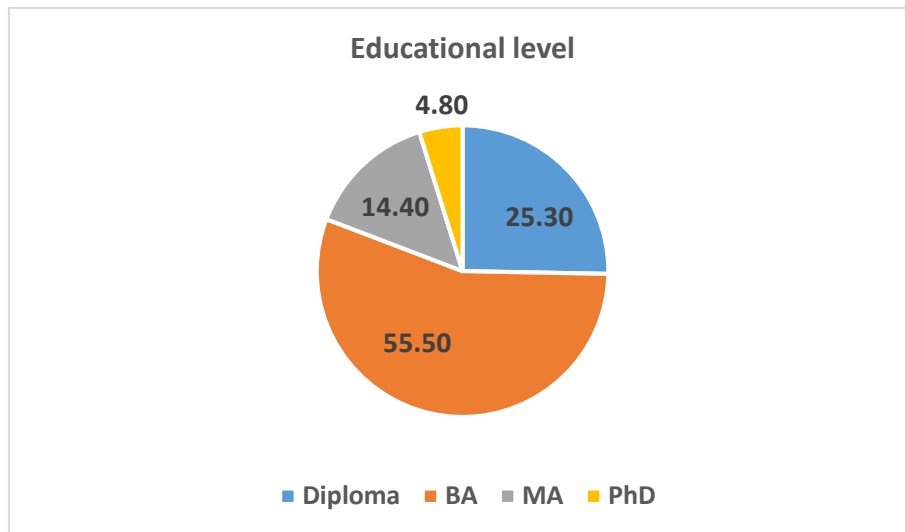


Figure (4.3): Educational Level of Respondents

– Type of organization

As for the type of organization, 32.9% of participants work for international NGOs, 17.1% for local associations, and 13.7% for other humanitarian entities, see Figure 4.4. This distribution ensures representation of the various organizational structures within the humanitarian sector.

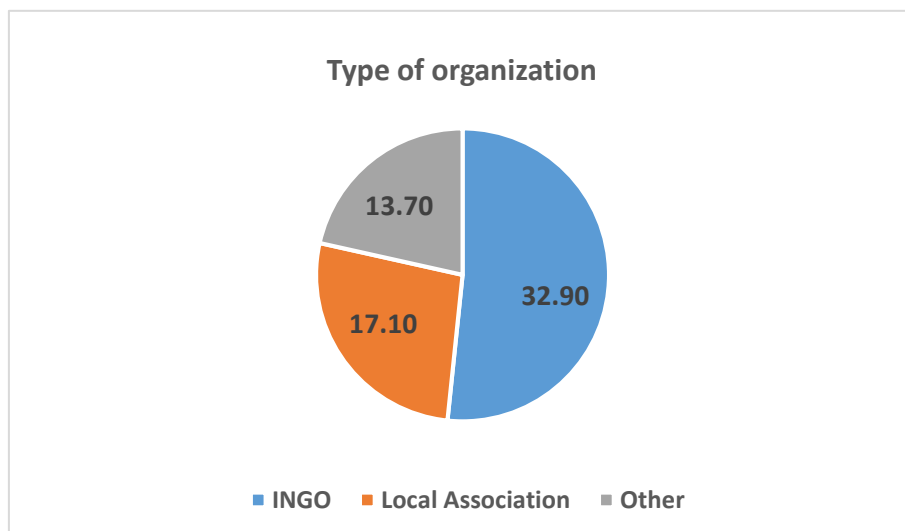


Figure (4.4): Type of Humanitarian Organization

– Years of experience

In terms of years of experience, 36.3% of participants have more than seven years of experience, while 32.9% have less than one year, see Figure 4.5. This diversity provides a comprehensive view of both experienced and new staff.

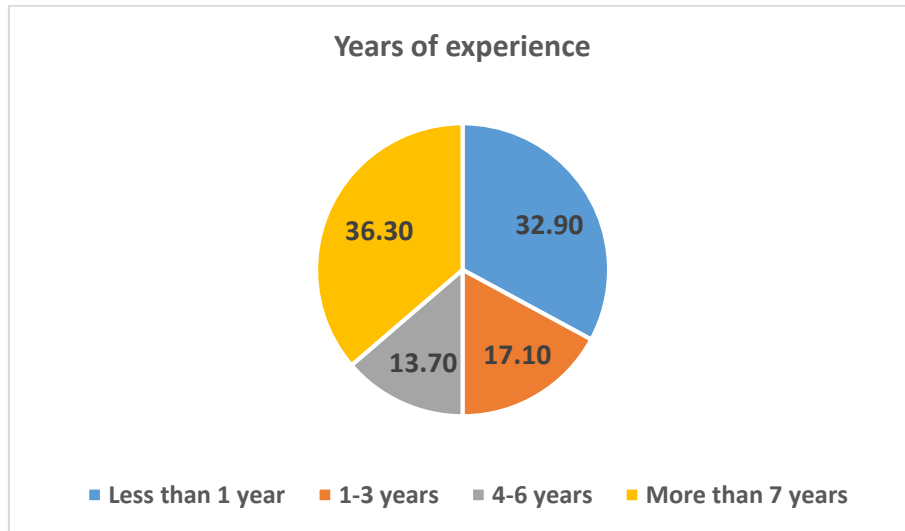


Figure (4.5): Years of Experience of Respondents

– Job title

Finally, in terms of job title, officers constituted the largest group (56.8%), followed by managers (17.1%), volunteers (17.8%), and coordinators (8.2%), see Figure 4.6. This indicates that responses were collected from various administrative and operational levels.

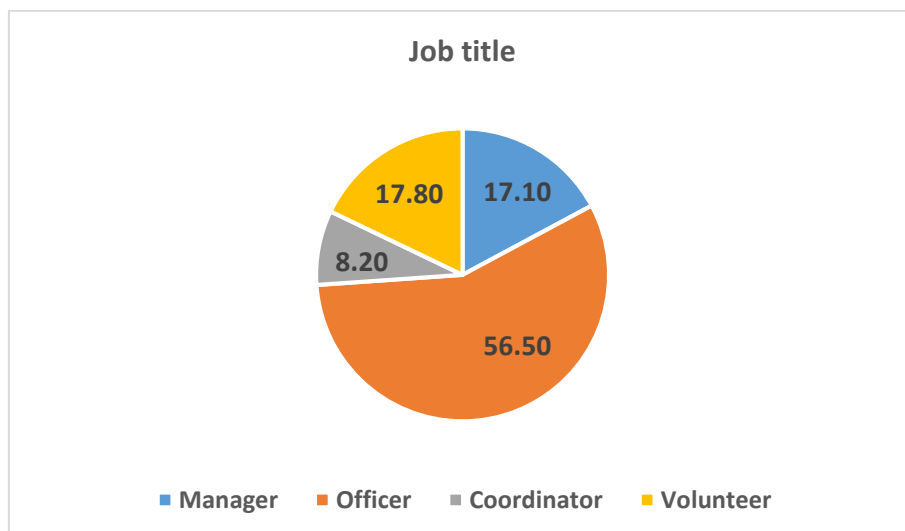


Figure (4.6): Job Title of Respondents

— Receiving training in communication skills

Approximately 75% of participants received communication skills training, while 25% did not. This reflects the interest of most humanitarian organizations in Hebron Governorate in developing the communication skills of their staff. The high percentage of trainees underscores the importance of communication training for successful project management.



Figure (4.7): Training in Communication Skills

Overall, these demographic characteristics confirm that the selected sample is suitable for studying communication practices and project management performance in humanitarian organizations.

4.2.3 Data Screening and Preliminary Analysis

Before conducting the main statistical analyses, data screening and preliminary analyses were performed to ensure the suitability of the data for further statistical testing. The collected questionnaires were examined for missing values, and no significant missing data were found that could affect the validity of the results.

In addition, the reliability of the questionnaire was tested using Cronbach's Alpha coefficient. The overall reliability coefficient exceeded the acceptable threshold ($\alpha \geq 0.70$), indicating that the instrument has high internal consistency and is suitable for data analysis.

In order to analyze the data, collecting the questionnaires of the study, they were coded by giving certain numbers to prepare them for statistical analysis. The researcher used the Statistical Package for Social Science (SPSS) using descriptive and analytical statistics (means, frequencies, and percentage, Standard Deviation, Independent t-test, one-way ANOVA, Cronbach Alpha and LSD).

4.2.4 The correction of the test:

The researcher gives each level of degree of approval was given a certain degree, strongly agree (5), agree (4), do not know (3), disagree (2), strongly disagree (1).

The Likert scale was used as a method of measuring behavior, and used in questionnaires, particularly in the field of statistics. The scale depends on responses to the degree of impact or non-impact.

Table (4.a) correction key

Mean	Arithmetic mean	Degree
1.00 $\leq$ X < 2.34	20% $\leq$ X < 46.8	Low
2.34 $\leq$ X < 3.68	46.8 % $\leq$ X < 73.6%	Moderate
3.68 $\leq$ X $\leq$ 5.00	73.6% $\leq$ X $\leq$ 100%	High

Table (4.a) presents the key for scoring the mean responses of the sample members to the questionnaire items according to a five-point Likert scale. The arithmetic means were divided into three categories to determine the level of agreement. If the arithmetic mean ranged from (1.00 – less than 2.34), this indicated a low level of agreement; if it ranged from (2.34 – less than 3.68), it indicated a moderate level of agreement; and if it ranged from (3.68 – 5.00), it reflected a high level of agreement. The means were also converted to percentages to facilitate the interpretation of the results. A percentage less than (46.8%) indicated a low level, a percentage between (46.8% – less than 73.6%) indicated a moderate level, and a percentage of (73.6% and above) indicated a high level. Accordingly, this key was used to interpret the results of the descriptive analysis of the questionnaire items and themes in subsequent chapters of the study.

The following equation was used to judge the results and determine the rating degree:

$$\text{Interval Length} = \frac{(\text{Maximum Response Limit} - \text{Minimum Response Limit})}{\text{Number of Intervals}}$$

Since the scale was according to the five-point Likert scale:

$$\text{Interval Length} = \frac{(5 - 1)}{3} = 1.33$$

The percentage was also calculated using the following equation:

$$\text{Percentage} = \frac{(\text{Arithmetic Mean})}{\text{Number of Alternatives}} \times 100\%$$

4.3 Results of the Study Questions

This section aims to present the results related to the main research questions, based on a detailed statistical analysis of data collected from a sample of employees of humanitarian organizations in Palestine. To ensure a clear and comprehensive picture of the current state of project management and communication effectiveness within these organizations, descriptive statistical analysis was initially used to summarize the data. This involved calculating the means and standard deviations for each questionnaire question. This analysis helped identify general trends in the respondents' answers and clarify the central distribution of the data.

Subsequently, inferential statistical analysis was used to test the hypotheses derived from the research questions and to determine the presence or absence of statistically significant relationships between the various study variables. These variables relate to effective communication, project management, and the demographic and professional characteristics of the respondents. This involved using multiple methods, such as Pearson's correlation coefficient to examine correlations between variables, as well as tests of differences, such as the independent samples t-test and one-way ANOVA, to examine differences between sample groups based on personal and professional variables. A statistical significance level of $\alpha \leq 0.05$ was adopted to determine the significance of the findings, ensuring the reliability of the results and the validity of the interpretations.

This section, therefore, provides a comprehensive framework for analyzing participants' responses and allows for a precise interpretation of the results in a way that links the research questions with the main and sub-hypotheses, thus presenting a clear picture of the reality of project management and communication within humanitarian organizations in Palestine.

4.3.1 Results Related to the First Question:

What are the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine?

To answer the first question the researcher extracted means, standard deviation, of the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine, as shown in Table (4.1).

Table (4.1): Means and standard deviations of the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine.

Domain		Mean	Std. deviation	Degree of extent
1	Verbal & Non-verbal Communication	3.325	1.126	Moderate
2	Written Communication	3.435	1.097	Moderate
3	Technological Communication Tools	3.574	1.111	Moderate
Total Degree		3.436	1.019	Moderate

It is clear from table (4.1) that the degree of extent of the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine was moderate in general [m=3.436], where the averages ranged between [3.325- 3.574].

The highest mean of effective communication as shown in table [4.1] is for the technological communication tools domain [M= 3.574], then followed by written communication domain [M=3.435], However verbal& Non-verbal Communication domain have the lowest mean [M= 3.325]

As for the results related to the items of each domain of the communication, they were as follows:

A. First Domain: Verbal & Non-verbal Communication

The researcher extracted means, standard deviation, of the extent of Verbal & Non-verbal Communication domain, as shown in Table (4.2).

Table (4.2): Means and standard deviations of Verbal & Non-verbal Communication domain

Questions		Mean	Std. deviation	Arithmetic mean	Degree of extent
2	I can express my ideas easily in meetings.	3.466	1.395	69.3%	Moderate
7	I can communicate clearly in-group meetings.	3.452	1.298	69.0%	Moderate
8	Active listening helps me understand others better.	3.418	1.285	68.4%	Moderate
1	I feel that communication between my colleagues and me is clear and understandable.	3.384	1.376	67.7%	Moderate
3	I notice that colleagues use appropriate facial expressions during communication.	3.349	1.178	67.0%	Moderate
4	My body language helps in understanding others better.	3.336	1.244	66.7%	Moderate
6	Verbal information is exchanged promptly and effectively.	3.274	1.257	65.5%	Moderate
10	I can communicate with colleagues to resolve personal or work-related issues.	3.226	1.301	64.5%	Moderate

5	I can easily understand others' unspoken feelings.	3.199	1.118	64.0%	Moderate
9	I receive feedback from management regularly.	3.151	1.250	63.0%	Moderate
Total Degree		3.325	1.126	66.5%	Moderate

Table (4.2) shows that the degree of perceptions of Communication in Humanitarian Service Organizations in Palestine related to Verbal & Non-verbal Communication domain was Moderate [M= 3.325, St=1.126]. The highest responses were for items number [2, 7 and 8] which were in order: I can express my ideas easily in meetings [M= 3.466, St=1.395], followed by: I can communicate clearly in-group meetings [M= 3.452, St=1.298], and followed by: Active listening helps me understand others better [M= 3.418, St=1.285].

The lowest one was item [9]: I receive feedback from management regularly [M= .3151, St=1.250] and its moderate degree, and the next one paragraph was [5]: I can easily understand others' unspoken feelings [M= 3.199, St=1.118].

B. Second Domain: Written Communication

The researcher extracted means, standard deviation, of the extent of Written Communication domain, as shown in Table (4.3).

Table (4.3): Means and standard deviations of Written Communication domain.

Questions		Mean	Std. deviation	Arithmetic mean	Degree of extent
12	I can draft emails accurately and professionally.	3.548	1.210	71.0%	Moderate
16	Decisions and meetings are accurately documented.	3.500	1.228	70.0%	Moderate
13	I regularly follow project updates through written reports.	3.466	1.266	69.3%	Moderate
17	I can effectively express comments and suggestions in writing.	3.432	1.281	68.6%	Moderate
14	Important information is continuously shared with all team members.	3.411	1.263	68.2%	Moderate
11	Messages and reports are written clearly and understandably.	3.384	1.244	67.7%	Moderate
15	Written content facilitates understanding of internal policies and procedures.	3.308	1.268	66.2%	Moderate
Total Degree		3.435	1.097	68.7%	Moderate

Table (4.3) shows that the degree of perceptions of Communication in Humanitarian Service Organizations in Palestine related to Written Communication domain was Moderate [M= 3.435, St=1.097]. The highest responses were for items number [12, 16 and 13] Which were in order: I can draft emails accurately and professionally [M= 3.548, St=1.210], followed by: Decisions and meetings are accurately documented [M= 3.500, St=1.228], and followed by: I regularly follow project updates through written reports [M= 3.466, St=1.266].

The lowest one was item [15]: Written content facilitates understanding of internal policies and procedures [M= 3.308, St=1.268] and its moderate degree, and the next one paragraph was [11]: Messages and reports are written clearly and understandably [M= 3.384, St=1.244].

C. Third Domain: Technological Communication Tools

The researcher extracted means, standard deviation, of the extent of Technological Communication Tools domain, as shown in Table (4.4).

Table (4.4): Means and standard deviations of Technological Communication Tools domain.

Question No.	Statement	Mean	Std. Deviation	Arithmetic Mean	Degree of Extent
22	I constantly follow project	3.671	1.121	73.4%	High

	updates via email or apps.				
20	I can communicate with teams across different locations using technological tools.	3.658	1.177	73.2%	Moderate
21	I notice that the use of technology increases communication efficiency within the team.	3.616	1.228	72.3%	Moderate
25	I can use technological communication tools to document and track workflow effectively.	3.616	1.170	72.3%	Moderate

Table (4.4) shows that the degree of perceptions of Communication in Humanitarian Service Organizations in Palestine related to Technological Communication Tools domain was Moderate [$M= 3.574$, $St=1.111$]. The highest responses were for items

number [22, 20 and 21] Which were in order: I constantly follow project updates via email or apps [$M= 3.671$, $St=1.121$], followed by: I can communicate with teams across different locations using technological tools [$M= 3.658$, $St=1.177$], and followed by: I notice that the use of technology increases communication efficiency within the team [$M= 3.616$, $St=1.170$].

The lowest one was item [23]: Sensitive information is securely handled using technology [$M= 3.397$, $St=1.200$] and its moderate degree, and the next one paragraph

was [11]: I can use email and technological communication tools efficiently [M= 3.452, St=1.355].

4.3.2 Results Related to the Second Question:

What are the perceptions of NGOs employees about the Level of Project Management in Humanitarian Service Organizations in Palestine?

To answer the first question the researcher extracted means, standard deviation, of the perceptions of NGOs employees about the Level of Project Management in Humanitarian Service Organizations in Palestine, as shown in Table (4.5).

Table (4.5): Means and standard deviations of the perceptions of NGOs employees about the Level of Project Management in Humanitarian Service Organizations in Palestine.

Question No.	Statement	Mean	Std. Deviation	Arithmetic Mean	Degree of Extent
24	Technological tools facilitate interaction among employees during remote work.	3.555	1.232	71.1%	Moderate
19	Communication tools help in solving problems quickly within the team.	3.527	1.330	70.5%	Moderate
18	I can use email and technological communication tools efficiently.	3.452	1.355	69.0%	Moderate
23	Sensitive information is securely handled using technology.	3.397	1.200	67.9%	Moderate

Total Degree		3.574	1.111	71.5%	Moderate
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Table (4.5) shows that the degree of perceptions about the Level of Project Management in Humanitarian Service Organizations in Palestine was High [M= 3.676, St=0.843]. The highest responses were for items number [14, 15 and 11] Which were in order: The project is followed up even after the end of funding [M= 4.151, St=1.110], followed by: Beneficiaries of the projects feel satisfied with the outputs and services provided through the projects within the organization [M= 4.137, St=1.008], and followed by: Projects in our institution have a clear and tangible impact on beneficiaries [M= 4.110, St=1.045].

The lowest one was item [8]: Project activities and tasks in our institution are implemented according to the planned budgets [M= 2.836, St=1.260] and its moderate degree, and the next one paragraph was [2]: The institution measures the extent to which the objectives of the programs it implements are achieved [M= 3.007, St=1.284].

4.3.3 Results of the Third Research Question

Is there a correlational relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees?

Results of the Third Research Question

The third research question sought to uncover the correlation between effective communication and enhanced project management in humanitarian organizations in Palestine, from the perspective of NGO staff. To answer this question, Pearson's correlation coefficient was used to measure the relationship between the overall score for effective communication and the overall score for project management, in addition to measuring the relationship for each communication domain individually. The results showed a strong, statistically significant positive correlation between effective communication and enhanced project management, with a correlation coefficient of ($r = 0.804$) at a significance level of ($p = 0.001$), which is less than the required significance level ($\alpha \leq 0.05$). This indicates that the higher the level of effective communication within humanitarian organizations, the higher the level of project management effectiveness, as

perceived by NGO staff. The results also showed statistically significant positive correlations between all communication domains and project management. The verbal and nonverbal communication domain recorded a correlation coefficient of ($r = 0.738$), while the written communication domain recorded a correlation coefficient of ($r = 0.800$), and the technological communication tools recorded a correlation coefficient of ($r = 0.736$), all at a significance level of ($p = 0.001$). These results indicate that different communication styles clearly contribute to enhancing project management practices within humanitarian organizations.

Based on the above, it can be concluded that the third research question was answered positively, as a statistically significant positive correlation was established between effective communication and enhanced project management in humanitarian organizations in Palestine from the perspective of NGO staff. For complete statistical details related to this question, please refer to the first main hypothesis (H1) and its sub-hypotheses (H1.1, H1.2, H1.3), presented in Tables (4.6), (4.7), (4.8), and (4.9), which explain in detail how the results of the third research question were obtained.

4.3.4 Related to the Fourth Question

Are there differences in evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective by different according to factors (Gender, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology)?

Results of the Fourth Research Question

The fourth research question sought to identify statistically significant differences in the perceived effectiveness of communication within humanitarian project teams in Palestinian NGOs, based on a set of personal and professional variables: gender, age, educational level, type of humanitarian organization, years of experience, job title, formal training in communication skills, and the organization's reliance on technology for communication.

To answer this question, the second main hypothesis (H02) and its sub-hypotheses were tested using appropriate statistical tests. These included the t-test for two-way variables, one-way ANOVA for multi-category variables, and the LSD test to identify the sources

of statistically significant differences. The results showed no statistically significant differences in communication effectiveness assessments based on gender, type of humanitarian organization, or formal communication skills training. The statistical significance values were greater than the required level ($\alpha \leq 0.05$), indicating a convergence of employee perceptions regarding communication effectiveness within humanitarian project teams. However, the results did reveal statistically significant differences based on age, educational level, years of experience, and job title. Analysis of variance showed higher mean scores for older age groups (18–24 years) compared to younger age groups, and higher educational levels (Bachelor's, Master's, and Doctorate) compared to those with diplomas. Furthermore, employees with 1–3 years of experience showed higher scores compared to other age groups, as did managers and volunteers compared to executive staff (Officers).

The results also showed higher scores for managers and volunteers compared to executive staff. Based on the above, it can be said that the fourth research question was partially answered, as statistically significant differences were found in the assessment of communication effectiveness attributable to some personal and professional variables, while no differences were found in other variables. For complete statistical details of how these differences were tested and the sources of variation between the groups, please refer to the second main hypothesis (H02) and its sub-hypotheses, and Tables (4.10) to (4.25), which explain in detail how the results for the fourth research question were obtained.

4.3.5 Results Related to the Fifth Question

Are there differences in evaluating the evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective by different according to factors (Gender, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology)?

Results of the Fifth Research Question

The fifth research question sought to identify statistically significant differences in the assessment of project management levels in humanitarian organizations in Palestine from the perspective of NGO employees, based on a set of personal and professional variables:

gender, age, educational level, type of humanitarian organization, years of experience, job title, formal training received, and the organization's reliance on technology for communication.

To answer this question, the third main hypothesis (H03) and its sub-hypotheses were tested using appropriate statistical tests (t-test, one-way ANOVA, and LSD). The results showed no statistically significant differences in the assessment of project management levels attributable to the variables of gender, type of humanitarian organization, and formal communication skills training. The statistical significance values were greater than the required significance level ($\alpha \leq 0.05$), indicating a convergence of NGO employees' views on project management levels across these variables. Conversely, the results showed statistically significant differences attributable to age, educational level, years of experience, and job title. Analysis of variance revealed differences in means favoring the 25–34, 35–44, and 45–54 age groups compared to the youngest group (18–24 years). Differences also favored those with higher educational levels (Bachelor's, Master's, and Doctorate) compared to those with diplomas. Furthermore, differences favored employees with 1–3 years of experience compared to those with less than one year and more than seven years. The results also showed differences favoring volunteers compared to executive and coordinator employees.

Based on the above, it can be said that the fifth research question was partially answered, as statistically significant differences were found in the evaluation of project management level attributable to some personal and functional variables, while no differences appeared in other variables. For full statistical details of how these differences were tested, and the sources of difference between the groups, please refer to the third main hypothesis (H03) and its sub-hypotheses (H03.1 – H03.7), and tables (4.26) to (4.41), which explain in detail how the results for the fifth research question were obtained.

4.4 Hypothesis Testing

This section presents the results of the statistical tests for the study hypotheses, which were formulated to verify the nature of the relationships and differences between the various study variables, in light of the research questions. The study comprised three main hypotheses, each with its own set of sub-hypotheses. The first main hypothesis examined

the correlation between effective communication and project management in humanitarian organizations in Palestine. The second main hypothesis focused on identifying differences in the perceived level of effective communication based on the demographic and professional characteristics of the respondents. The third main hypothesis sought to determine whether there were statistically significant differences in the perceived level of project management in humanitarian organizations based on the same demographic and professional characteristics.

To achieve the objectives of hypothesis testing, a set of statistical methods appropriate to the nature of the data and the study's goals were employed. Pearson's correlation coefficient was used to test correlational hypotheses, while the Independent Samples t-test and one-way ANOVA were used to test differences between the mean responses of the sample members according to the various variables. The statistical significance level ($\alpha \leq 0.05$) was adopted as the basis for determining the acceptance or rejection of the hypotheses. A detailed presentation of the results of testing each main hypothesis and its sub-hypotheses follows, according to the research questions that initiated the study.

4.4.1 Testing the first Main hypothesis

H1: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

To verify the hypothesis, the Pearson correlation coefficient (Pearson Correlations) was used to examine the relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees. The results were as presented in Table (4.6).

Table (4.6): The relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees

relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine	(R) Value	Sig
	**0.804	0.001

It is evident from Table (4.6) that the Pearson correlation coefficient for the total score is (0.804), and the calculated significance level ($p = 0.001$) is lower than the statistical significance level ($\alpha \leq 0.05$). Accordingly, the hypothesis was accepted. This indicates the presence of a positive correlation between relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine. In other words, as the level Effective Communication also increase Project Management, as perceived by NGOs employees.

1. Testing the first Sub hypothesis

H1.1: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

To verify the hypothesis, the Pearson correlation coefficient (Pearson Correlations) was used to examine the relationship between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees. The results were as presented in Table (4.7).

Table (4.7): The relationship between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees

relationship between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine	(R) Value	Sig
	0.738**	0.001

It is evident from Table (4.7) that the Pearson correlation coefficient for the total score is (0.838), and the calculated significance level ($p = 0.001$) is lower than the statistical significance level ($\alpha \leq 0.05$). Accordingly, the hypothesis was accepted. This indicates the presence of a positive correlation between relationship between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian

Service Organizations in Palestine. In other words, as the level Effective Verbal & Non-verbal Communication also increase Project Management, as perceived by NGOs employees.

2. Testing The Second Sub hypothesis

H1.2: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

To verify the hypothesis, the Pearson correlation coefficient (Pearson Correlations) was used to examine the relationship between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees. The results were as presented in Table (4.8).

Table (4.8): The relationship between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees

relationship between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine	(R) Value	Sig
	0.800**	0.001

It is evident from Table (4.8) that the Pearson correlation coefficient for the total score is (0.838), and the calculated significance level ($p = 0.001$) is lower than the statistical significance level ($\alpha \leq 0.05$). Accordingly, the hypothesis was accepted. This indicates the presence of a positive correlation between relationship between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine. In other words, as the level Effective Written Communication also increase Project Management, as perceived by NGOs employees.

3. Testing The Third Sub hypothesis

H1.3: There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

To verify the hypothesis, the Pearson correlation coefficient (Pearson Correlations) was used to examine the relationship between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees. The results were as presented in Table (4.9).

Table (4.9): The relationship between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees

relationship between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine	(R) Value	Sig
	0.736**	0.001

It is evident from Table (4.9) that the Pearson correlation coefficient for the total score is (0.838), and the calculated significance level ($p = 0.001$) is lower than the statistical significance level ($\alpha \leq 0.05$). Accordingly, the hypothesis was accepted. This indicates the presence of a positive correlation between relationship between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine. In other words, as the level Effective Technological Communication also increases Project Management, as perceived by NGOs employees.

4.4.2 Testing the Second main hypothesis:

H02: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to Personal variables. The researcher divided main hypothesis to sub hypothesis as follows:

1. Testing the First sub hypothesis:

H02.1: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the gender variable.

To make sure if these means are significant or not, a T.test was used, and the result show in Table (4.10).

Table (4.10): Arithmetic of Mean, standard Deviation and T. Value attributed to Gender.

Domain	Gender	No	Mean	Std. deviation	Degree of freedom	T Value	Sig
Verbal & Non-verbal Communication	Male	81	3.301	1.165	144	0.288	0.774
	Female	65	3.355	1.084			
Written Communication	Male	81	3.399	1.204	144	0.452	0.652
	Female	65	3.481	0.953			
Technological Communication Tools	Male	81	3.543	1.215	144	0.368	0.713
	Female	65	3.612	0.975			
Total degree	Male	81	3.406	1.117	144	0.392	0.696
	Female	65	3.473	0.889			

Table (4.10) shows that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the effectiveness of communication within humanitarian project teams and can be attributed to gender, (sig=0.696), therefore this hypothesis is accepted. And it's the same for all domains with no significant differences in the evaluation.

2. Testing the Second sub hypothesis:

H02.2: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable. The researcher calculated the means and standard deviation for employees answer about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective attributed to their age, and the result show in Table (4.11).

Table (4.11): Means and, standard Deviation of employees answers according to Educational Level

Domains	age	Number	Mean	Standard deviation
Verbal & Non-verbal Communication	18-24	14	2.729	1.376
	25-34	30	3.327	1.185
	35-44	58	3.533	0.885
	45-54	28	3.350	1.200
	55+	16	3.050	1.322
Total		146	3.325	1.126
Written Communication	18-24	14	2.622	1.155
	25-34	30	3.819	1.112
	35-44	58	3.613	0.870
	45-54	28	3.260	1.066
	55+	16	3.089	1.393
Total		146	3.435	1.097
Technological Communication Tools	18-24	14	2.848	1.152
	25-34	30	3.933	1.079
	35-44	58	3.681	1.061
	45-54	28	3.607	0.978
	55+	16	3.086	1.217
Total		146	3.574	1.111

Total degree	18-24	14	2.737	1.126
	25-34	30	3.659	0.999
	35-44	58	3.603	0.886
	45-54	28	3.407	0.954
	55+	16	3.073	1.257
Total		146	3.436	1.019

The table (4.11) above shows differences in average means of perceptions of employees about the evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable. To check these differences, one way ANOVA was applied in using test data as shown in the table (4.12).

Table (4.12): Results of one-way ANOVA test for the scores of responses of NGOs employees about the evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Verbal & Non-verbal Communication	Between Groups	8.711	4	2.178	1.754	0.142
	Within Groups	175.065	141	1.242		
	Total	183.776	145			
Written Communication	Between Groups	18.280	4	4.570	4.127	0.003
	Within Groups	156.142	141	1.107		
	Total	174.422	145			
Technological Communication Tools	Between Groups	15.755	4	3.939	3.402	0.011
	Within Groups	163.235	141	1.158		
	Total	178.990	145			
Total degree	Between Groups	12.075	4	3.019	3.074	0.018
	Within Groups	138.466	141	0.982		
	Total	150.541	145			

The Results of table (4.12) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable, therefore this hypothesis is rejected.

However, for the Verbal & Non-verbal Communication domains, no significant differences were found.

To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.13).

Table (4.13): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic averages according to the variable age

Domains	age	18-24	25-34	35-44	45-54	55+
Total degree	18-24		*0.9215-	*0.8656-	*0.6700-	0.3353
	25-34	0.9215		0.0559	0.2515	0.5861
	35-44	0.8656	0.0559		0.1956	0.5302
	45-54	0.6700	0.2515	0.1956		0.3346
	55+	0.3353	0.5861	0.5302	0.3346	

The results of Table (4.13) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable, and the differences in the total degree were between age (18-24 years) and (25-34; 35-44 and 45-54 years), and in favor of age (25-34) In front of (18-24 years) with (0.9215) points, also in favor of Educational Level (35-44) In front of (18-24 years) with (0.8656) points, and in favor of age (45- 54) In front of (18-24 years) with (0.670) points.

3. Testing the Third sub hypothesis:

H02.3: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable.

The researcher calculated the means and standard deviation for employees answer about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective attributed to their educational level, and the result shows in Table (4.14).

Table (4.14): Means and, standard Deviation of employee's answers according to educational level

Domains	educational level	Number	Mean	Standard deviation
Verbal & Non-verbal Communication	Diploma	37	2.846	1.047
	Bachelor	81	3.365	1.211
	Master	21	3.838	0.605
	PhD	7	3.857	0.761
Total		146	3.325	1.126
Written Communication	Diploma	37	2.985	1.124
	Bachelor	81	3.494	1.141
	Master	21	3.701	0.648
	PhD	7	4.347	0.458
Total		146	3.435	1.097
Technological Communication Tools	Diploma	37	2.912	1.118
	Bachelor	81	3.721	1.102
	Master	21	4.042	0.600
	PhD	7	3.964	1.004
Total		146	3.574	1.111
Total degree	Diploma	37	2.906	1.003

	Bachelor	81	3.515	1.056
	Master	21	3.865	0.494
	PhD	7	4.029	0.701
Total		146	3.436	1.019

The table (4.14) above shows differences in educational level means of perceptions of employees about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable. To check these differences, one way ANOVA was applied in using test data as shown in the table (4.15).

Table (4.15): Results of one-way ANOVA test for the scores of responses of NGOs employees about the evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Verbal & Non-verbal Communication	Between Groups	16.134	3	5.378	4.556	0.004
	Within Groups	167.642	142	1.181		
	Total	183.776	145			
Written Communication	Between Groups	15.091	3	5.030	4.483	0.005
	Within Groups	159.330	142	1.122		
	Total	174.422	145			
Technological Communication Tools	Between Groups	23.609	3	7.870	7.192	0.000
	Within Groups	155.381	142	1.094		
	Total	178.990	145			
Total degree	Between Groups	17.220	3	5.740	6.114	0.001
	Within Groups	133.321	142	0.939		

	Total	150.541	145			
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The Results of table (4.15) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable, therefore this hypothesis is rejected.

To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.16).

Table (4.16): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable educational level

Domains	educational level	Diploma	Bachelor	Master	PhD
Total degree	Diploma		-0.6091*	-0.9588*	-1.1226*
	Bachelor	0.6091		0.3497	0.5135
	Master	0.9588	0.3497		0.1638
	PhD	1.1226	0.5135	0.1638	

The results of Table (4.16) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable, and the differences in the total degree were between educational level (Diploma) and (Bachelor, Master and PhD),

and in favor of educational level (Bachelor) In front of (diploma) with (0.6091) points, also in favor of educational level (Master) In front of (diploma) with (0.9588) points, and in favor of educational level (PhD) In front of (diploma) with (1.1226) points.

4. Testing the Fourth sub hypothesis:

H02.4: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable.

The researcher calculated the means and standard deviation for employees answer about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective attributed to their Type of Humanitarian Organization, and the result shows in Table (4.17).

Table (4.17): Means and, standard Deviation of employee's answers according to Type of Humanitarian Organization.

Domains	Type of Humanitarian Organization	Number	Mean	Standard deviation
Verbal & Non-verbal Communication	INGO	13	3.769	0.864
	Local Association	49	3.298	1.182
	Other	84	3.273	1.124
Total		146	3.325	1.126
Written Communication	INGO	13	4.000	0.940
	Local Association	49	3.566	1.162
	Other	84	3.272	1.052
Total		146	3.435	1.097
Technological Communication Tools	INGO	13	3.962	1.116
	Local Association	49	3.546	1.306
	Other	84	3.530	0.982
Total		146	3.574	1.111
Total degree	INGO	13	3.895	0.887
	Local Association	49	3.452	1.153
	Other	84	3.355	0.944
Total		146	3.436	1.019

The Table (4.17) above shows differences in Type of Humanitarian Organization means of perceptions of employees about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable. To check these differences, one way ANOVA was applied in using test data as shown in the table (4.18).

Table (4.18): Results of one-way ANOVA test for the scores of responses of NGOs employees about the evaluating the effectiveness of communication within

humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Verbal & Non-verbal Communication	Between Groups	2.832	2	1.416	1.119	0.329
	Within Groups	180.945	143	1.265		
	Total	183.776	145			
Written Communication	Between Groups	7.214	2	3.607	2.985	0.055
	Within Groups	167.207	143	1.169		
	Total	174.422	145			
Technological Communication Tools	Between Groups	2.155	2	1.078	0.872	0.421
	Within Groups	176.834	143	1.237		
	Total	178.990	145			
Total degree	Between Groups	3.311	2	1.655	1.608	0.204
	Within Groups	147.230	143	1.030		
	Total	150.541	145			

The Results of table (4.18) show that there was no significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable, therefore this hypothesis is accepted.

5. Testing the Fifth sub hypothesis:

H02.5: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable.

The researcher calculated the means and standard deviation for employees answer about evaluating the effectiveness of communication within humanitarian project teams from

NGOs Employees perspective attributed to their Years of Experience, and the result shows in Table (4.19).

Table (4.19): Means and, standard Deviation of employee's answers according to Years of Experience

Domains	Years of Experience	Number	Mean	Standard deviation
Verbal & Non-verbal Communication	Less than 1 year	48	3.060	1.114
	1-3 years	25	3.840	0.602
	4-6 years	20	3.340	1.003
	More than 7 years	53	3.317	1.298
Total		146	3.325	1.126
Written Communication	Less than 1 year	48	3.315	1.065
	1-3 years	25	4.183	0.539
	4-6 years	20	3.236	0.903
	More than 7 years	53	3.267	1.254
Total		146	3.435	1.097
Technological Communication Tools	Less than 1 year	48	3.349	1.107
	1-3 years	25	4.290	0.658
	4-6 years	20	3.588	0.957
	More than 7 years	53	3.434	1.219
Total		146	3.574	1.111
Total degree	Less than 1 year	48	3.224	0.964
	1-3 years	25	4.080	0.496
	4-6 years	20	3.390	0.805
	More than 7 years	53	3.340	1.206
Total		146	3.436	1.019

The table (4.19) above shows differences in Years of Experience means of perceptions of employees about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable. To check these differences, one way ANOVA was applied in using test data as shown in the Table (4.20).

Table (4.20): Results of one-way ANOVA test for the scores of responses of NGOs employees about the evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Verbal & Non-verbal Communication	Between Groups	9.999	3	3.333	2.723	0.047
	Within Groups	173.778	142	1.224		
	Total	183.776	145			
Written Communication	Between Groups	16.961	3	5.654	5.098	0.002
	Within Groups	157.461	142	1.109		
	Total	174.422	145			
Technological Communication Tools	Between Groups	16.290	3	5.430	4.739	0.004
	Within Groups	162.699	142	1.146		
	Total	178.990	145			
Total degree	Between Groups	13.049	3	4.350	4.492	0.005
	Within Groups	137.492	142	0.968		
	Total	150.541	145			

Results show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable, therefore this hypothesis is rejected.

To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.21).

Table (4.21): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable Years of Experience

Domains	Years of Experience	Less than 1 year	1-3 years	4-6 years	More than 7 years
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Total degree	Less than 1 year		- 0.8558*	0.1658	0.1162
	1-3 years	0.8558		0.6900	0.7396
	4-6 years	0.1658	- 0.6900*		0.0496
	More than 7 years	0.1162	- 0.7396*	0.0496	

The results of Table (4.21) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees9/' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable, and the differences in the total degree were between Years of Experience (1- 3 years) and (less than 1 year; 4- 6 Years and more than 7 years), and in favor of Years of Experience (1- 3 years) In front of (less than 1 year) with (0.8558) points, also in favor of Years of Experience (1- 3 years) In front of (4-6 years) with (0.690) points, and in favor of Years of Experience (1- 3 years) In front of (more than 7 years) with (0.7396) points.

6. Testing the Sixth sub hypothesis:

H02.6: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title.

The researcher calculated the means and standard deviation for employees answer about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective attributed to their Job title, and the result shows in Table (4.22).

Table (4.22): Means and, standard Deviation of employees answers according to Job title

Domains	Job title	Number	Mean	Standard deviation
Verbal & Non-verbal Communication	Manager	25	3.472	1.016
	Officer	83	3.069	1.145
	Coordinator	12	3.067	1.087
	Volunteer	26	4.123	0.780
Total		146	3.325	1.126
Written Communication	Manager	25	3.651	1.315
	Officer	83	3.227	1.018
	Coordinator	12	3.238	1.129
	Volunteer	26	3.984	0.915
Total		146	3.435	1.097
Technological Communication Tools	Manager	25	4.015	0.907
	Officer	83	3.312	1.154
	Coordinator	12	3.365	1.092
	Volunteer	26	4.082	0.876
Total		146	3.574	1.111
Total degree	Manager	25	3.696	0.857
	Officer	83	3.191	1.032
	Coordinator	12	3.210	1.075
	Volunteer	26	4.071	0.777
Total		146	3.436	1.019

The table (4.22) above shows differences in Job title means of perceptions of employees about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title. To check these differences, one way ANOVA was applied in using test data as shown in the table (4.23).

Table (4.23): Results of one-way ANOVA test for the scores of responses of NGOs employees about the evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title variable.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Verbal & Non-verbal Communication	Between Groups	23.354	3	7.785	6.891	0.001
	Within Groups	160.422	142	1.130		
	Total	183.776	145			
Written Communication	Between Groups	13.043	3	4.348	3.826	0.011
	Within Groups	161.379	142	1.136		
	Total	174.422	145			
Technological Communication Tools	Between Groups	17.799	3	5.933	5.227	0.002
	Within Groups	161.190	142	1.135		
	Total	178.990	145			
Total degree	Between Groups	17.768	3	5.923	6.334	0.001
	Within Groups	132.774	142	0.935		
	Total	150.541	145			

The Results of table (4.23) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title variable, therefore this hypothesis is rejected.

To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.24).

Table (4.24): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable Job title

Domains	Job title	Manager	Officer	Coordinator	Volunteer
Total degree	Manager		0.5051	0.4860	0.3747
	Officer	-0.5051*		0.0191	-0.8793*
	Coordinator	0.4860	0.0191		0.8607
	Volunteer	0.3747	0.8799	0.8607	

The results of Table (4.24) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title variable, and the differences in the total degree were between Job title (officer) and (Manager and Volunteer), and in favor of Job title (Manager) In front of (officer) with (0.5051) points, also in favor of Job title (Volunteer) In front of (officer) with (0.8793) points.

7. Testing the Seventh sub hypothesis:

H02.7: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the received formal training in communication skills variable.

To make sure if these means are significant or not, a T.test was used, and the result show in Table (4.25).

Table (4.25): Arithmetic of Mean, standard Deviation and T. Value attributed to Gender.

Domain	training	No	Mean	Std. deviation	Degree of freedom	T Value	Sig
Verbal & Non-verbal Communication	Yes	110	3.369	1.170	144	0.820	0.414
	No	36	3.192	0.980			
Written Communication	Yes	110	3.486	1.110	144	0.968	0.335
	No	36	3.282	1.054			
Technological Communication Tools	Yes	110	3.638	1.095	144	1216	0.226
	No	36	3.378	1.153			
Total degree	Yes	110	3.488	1.022	144	0.669	0.282
	No	36	3.277	1.006			

Table (4.25) shows that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the effectiveness of communication within humanitarian project teams and can be attributed to receiving formal training in communication skills, ($\text{sig}=0.282$), therefore this hypothesis is accepted. And it's the same for all domains with no significant differences in the evaluation.

4.4.3 Testing Third main hypothesis:

H03: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Personal variables.

1. Testing the First sub hypothesis:

H03.1: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the gender variable.

To make sure if these means are significant or not, a T.test was used, and the result show in Table (4.26).

Table (4.26): Arithmetic of Mean, standard Deviation and T. Value attributed to Gender.

Domain	Gender	No	Mean	Std. deviation	Degree of freedom	T Value	Sig
Total degree	Male	81	3.637	0.892	144	0.613	0.541
	Female	65	3.724	0.781			

Table (4.26) shows that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the level of Project Management in Humanitarian Service Organizations in Palestine and can be attributed to gender, (sig=0.541), therefore this hypothesis is accepted.

2. Testing the Second sub hypothesis:

H03.2: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to age.

The researcher calculated the means and standard deviation for employees answer about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective attributed to their age, and the result shows in Table (4.27).

Table (4.27): Means and, standard Deviation of employee's answers according to age

Domains	age	Number	Mean	Standard deviation
Total degree	18-24	14	3.133	0.808
	25-34	30	3.756	0.857
	35-44	58	3.840	0.702
	45-54	28	3.740	0.707
	55+	16	3.296	1.249
Total		146	3.676	0.843

The table (4.27) above shows differences in Job title means of perceptions of employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to age. To check these differences, one way ANOVA was applied in using test data as shown in the table (4.28).

Table (4.28): Results of one-way ANOVA test for the scores of responses of NGOs employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the age.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Total degree	Between Groups	8.306	4	2.076	3.090	0.018
	Within Groups	94.761	141	0.672		
	Total	103.067	145			

The Results of table (4.28) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to age variable, therefore this hypothesis is rejected.

To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.29).

Table (4.29): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable Job title

Domains	age	18-24	25-34	35-44	45-54	55+
Total degree	18-24		-0.6222*	-0.7069*	-0.6071*	0.1625
	25-34	0.6222		0.0846	0.0150	0.4597
	35-44	0.7069	0.0804		0.0150	0.4597
	45-54	0.6071	0.0150	0.0997		0.4446
	55+	0.1625	0.4597	0.5444	0.4446	

The results of Table (4.29) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to age variable, and the differences in the total degree were between age (18-24) and (25-34 ; 35-44 and 45-54 years), and in favor of age (25- 34) In front of (18-24) with (0.6222) points, also in favor of age (35-44) In front of (18-24) with (0.7069) points, also in favor of age (45-54) In front of (18-24) with (0.6071) points.

3. Testing the Third sub hypothesis:

H03.3: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Educational Level.

The researcher calculated the means and standard deviation for employees answer about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective attributed to their Educational Level, and the result shows in Table (4.30).

Table (4.30): Means and, standard Deviation of employee's answers according to Educational Level

Domains	Education level	Number	Mean	Standard deviation
Total degree	Diploma	37	3.274	0.906
	Bachelor	81	3.713	0.861
	Master	21	4.083	0.357
	PhD	7	4.162	0.263
Total		146	3.676	0.843

The table (4.30) above shows differences in Job title means of perceptions of employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Educational Level. To check these differences, one way ANOVA was applied in using test data as shown in the Table (4.31).

Table (4.31): Results of one-way ANOVA test for the scores of responses of NGOs employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the Educational Level.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Total degree	Between Groups	11.216	3	3.739	5.780	0.001
	Within Groups	91.851	142	0.647		
	Total	103.067	145			

The Results of table (4.31) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Educational Level variable, therefore this hypothesis is rejected. To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.32).

Table (4.32): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable Job title

Domains	Educational level	Diploma	Bachelor	Master	PhD
Total degree	Diploma		-0.4388*	-0.8086*	-0.8880*
	Bachelor	0.4388		0.3697	0.4491
	Master	0.8086	0.3697		0.0793
	PhD	0.8880	0.4491	0.0793	

The results of Table (4.32) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management

in Humanitarian Service Organizations in Palestine due to Educational Level variable, and the differences in the total degree were between Educational Level (diploma) and (Bachelor; master and PhD) , and in favor of Educational Level (Bachelor) In front of (Diploma) with (0.4388) points, also in favor of Educational Level (Master) In front of (Diploma) with (0.8086) points, also in favor of Educational Level (PhD) In front of (Diploma) with (0.8880) points.

4. Testing the Fourth sub hypothesis:

H03.4: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Type of Humanitarian Organization.

The researcher calculated the means and standard deviation for employees answer about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective attributed to their Type of Humanitarian Organization, and the result shows in Table (4.33).

Table (4.33): Means and, standard Deviation of employee's answers according to Type of Humanitarian Organization

Domains	Type of Humanitarian Organization	Number	Mean	Standard deviation
Total degree	INGO	13	4.041	0.413
	Local Association	49	3.648	0.890
	Other	84	3.637	0.858
Total		146	3.676	0.843

The Table (4.33) above shows differences in Job title means of perceptions of employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Type of Humanitarian Organization. To check these differences, one way ANOVA was applied in using test data as shown in the Table (4.34).

Table (4.34): Results of one-way ANOVA test for the scores of responses of NGOs employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the Type of Humanitarian Organization.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Total degree	Between Groups	1.903	2	0.951	1.345	0.264
	Within Groups	101.164	143	0.707		
	Total	103.067	145			

The Results of table (4.34) show that there was no significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Type of Humanitarian Organization variable, therefore this hypothesis is accepted.

5. Testing the Fifth sub hypothesis:

H03.5: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Years of experience.

The researcher calculated the means and standard deviation for employees answer about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective attributed to their Years of experience, and the result shows in Table (4.35).

Table (4.35): Means and, standard Deviation of employee's answers according to Years of experience

Domains	Years of experience	Number	Mean	Standard deviation
Total degree	Less than 1 year	48	3.576	0.819
	1-3 years	25	4.117	0.316
	4-6 years	20	3.680	0.740
	More than 7 years	53	3.557	1.006
Total		146	3.676	0.843

The table (4.35) above shows differences in Job title means of perceptions of employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Years of experience. To check these differences, one way ANOVA was applied in using test data as shown in the Table (4.36).

Table (4.36): Results of one-way ANOVA test for the scores of responses of NGOs employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the Years of experience.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Total degree	Between Groups	6.094	3	2.031	2.974	0.034
	Within Groups	96.973	142	0.683		
	Total	103.067	145			

The Results of table (4.36) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Years of experience variable, therefore this hypothesis is rejected. To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.37).

Table (4.37): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable Job title

Domains	Years of experience	Less than 1 year	1-3 years	4-6 years	More than 7 years
Total degree	Less than 1 year		-0.5409*	0.1036	0.0191
	1-3 years	0.5409		0.4373	0.5601
	4-6 years	0.1036	0.4373		0.1227
	More than 7 years	0.0191	-0.5601*	0.1227	

The results of Table (4.37) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to Years of experience variable, and the differences in the total degree were between Years of experience (1-3 years) and (less than 1 year ; more than 7 years), and in favor of Years of experience (1- 3 years) In front of (less than 1 year) with (0.5409) points, also in favor of Years of experience (1- 3 years) In front of (more than 7 years) with (0.5601) points.

6. Testing the Sixth sub hypothesis:

H03.6: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Job title.

The researcher calculated the means and standard deviation for employees answer about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective attributed to their Job title, and the result shows in Table (4.38).

Table (4.38): Means and, standard Deviation of employee's answers according to Job title

Domains	Job title	Number	Mean	Standard deviation
Total degree	Manager	25	3.797	0.427
	Officer	83	3.512	0.926
	Coordinator	12	3.522	0.990
	Volunteer	26	4.156	0.588
Total		146	3.676	0.843

The table (4.38) above shows differences in Job title means of perceptions of employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Job title. To check these differences, one way ANOVA was applied in using test data as shown in the Table (4.39).

Table (4.39): Results of one-way ANOVA test for the scores of responses of NGOs employees about the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the Job title.

Domains	Source variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig
Total degree	Between Groups	8.894	3	2.965	4.471	0.005
	Within Groups	94.172	142	0.663		
	Total	103.067	145			

The Results of table (4.39) show that there was a significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Job title variable, therefore this hypothesis is rejected.

To find the source of the differences, the researcher used the LSD test for dimensional comparisons of differences, as shown in Table (4.40).

Table (4.40): Results of the (LSD) test for dimensional comparisons of the differences between the arithmetic according to the variable Job title

Domains	Job title	Manager	Officer	Coordinator	Volunteer
Total degree	Manager		0.2856	0.2751	0.3590
	Officer	0.2856		0.0105	-0.6447*
	Coordinator	0.2751	0.0105		-0.6341*
	Volunteer	0.3590	0.6447	0.6341	

The results of Table (4.40) indicate that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to Job title variable, and the differences in the total degree were between Job title (Volunteer) and (officer ; coordinator), and in favor of Job title (Volunteer) In front of (officer) with (0.6447) points, also in favor of Job title (volunteer) In front of (coordinator) with (0.6341) points.

7. Testing the Seventh sub hypothesis:

H03.7: There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the training variable.

To make sure if these means are significant or not, a T.test was used, and the result show in Table (4.41).

Table (4.41): Arithmetic of Mean, standard Deviation and T. Value attributed to Gender.

Domain	Training	No	Mean	Std. deviation	Degree of freedom	T Value	Sig
Total degree	Yes	110	3.703	0.829	144	0.669	0.504

	No	36	3.594	0.890			
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Table (4.41) shows that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the level of Project Management in Humanitarian Service Organizations in Palestine and can be attributed to training, (sig=0.504), therefore this hypothesis is accepted.

4.5 Summary Tables of Research Results (Quantitative Findings from questioner)

4.5.1 Results of search questions

Table (4.42) summarizes the results of the main research questions in the study. The results indicate that the level of effective communication in humanitarian organizations in Palestine is moderate, with an overall mean score of (3.436). The area of technological communication tools achieved the highest mean score (3.574), followed by written communication (3.435), while verbal and nonverbal communication recorded the lowest mean (3.325). This reflects the greater reliance of humanitarian organizations on technological means of communication compared to traditional forms of communication. Regarding the level of project management, the results showed that the level of project management in humanitarian organizations was high, with an overall mean score of (3.676), indicating the presence of sound management practices in project planning, implementation, and monitoring.

The results of the third question also showed a statistically significant positive correlation between effective communication and project management, with a correlation coefficient of (0.804) at a significance level of (0.001). This indicates that improved communication within humanitarian organizations directly contributes to enhancing the effectiveness of project management.

Table (4.42): Summary of Research Questions Results

Research Question	Question	Variable/Domain	Mean	Level	Final Result
RQ1	Level of Effective Communication	Overall Effective Communication	3.436	Moderate	Moderate level
RQ1	Level of Effective Communication	Verbal & Non-verbal Communication	3.325	Moderate	Lowest domain
RQ1	Level of Effective Communication	Written Communication	3.435	Moderate	Moderate
RQ1	Level of Effective Communication	Technological Communication Tools	3.574	Moderate-High	Highest domain
RQ2	Level of Project Management	Overall Project Management	3.676	High	High level
RQ3	Relationship between variables	Effective Communication ↔ Project Management	r=0.804	-	Positive significant relationship

4.5.2 Results of Hypotheses on the Relationship between Variables

Table (4.43) presents the results of the hypothesis testing regarding the relationship between effective communication and project management in humanitarian organizations. The results showed a strong, statistically significant positive correlation between effective communication in its various dimensions and project management. The correlation coefficient for the main hypothesis was (0.804) at a significance level of (0.001), thus accepting the main hypothesis of the study. All three sub-hypotheses also showed statistically significant positive correlations. The correlation coefficient between verbal and nonverbal communication and project management was (0.738), between written communication and project, management was (0.800), and between technological communication and project, management was (0.736). These results indicate that all forms of effective communication contribute to varying degrees to improving project management performance within humanitarian organizations.

Table (4.43): Correlation Hypotheses Results

Hypothesis	Statement	R Value	Sig	Decision	Result
H1	Effective Communication ↔ Project Management	0.804	0.001	Accepted	Strong positive correlation
H1.1	Verbal & Non-verbal ↔ Project Management	0.738	0.001	Accepted	Positive correlation
H1.2	Written Communication ↔ Project Management	0.800	0.001	Accepted	Strong positive correlation
H1.3	Technological Communication	0.736	0.001	Accepted	Positive correlation

	↔ Project Management				
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4.5.3 Results of Differences in Communication Effectiveness Assessment

Table (4.44) shows the results of the differences test in assessing communication effectiveness within humanitarian project teams according to the personal and professional variables of the staff. The results showed no statistically significant differences attributable to gender, type of humanitarian organization, or communication skills training, indicating a convergence in the sample's assessment of communication effectiveness regardless of these variables. In contrast, the results revealed statistically significant differences attributable to age, educational qualification, years of experience, and job title. These differences favored the 25–44 age group, staff with bachelor's, master's, and doctoral degrees compared to those with diplomas, those with 1–3 years of experience, and managers and volunteers compared to other job categories. These results indicate that the professional and educational characteristics of staff influence their perception of communication effectiveness within project teams.

Table (4.44): Differences in Evaluating Effective Communication

Hypothesis	Independent Variable	Test	Sig	Decision	Direction of Differences
H01.1	Gender	T-test	0.696	No differences	-
H01.2	Age	ANOVA	0.018	Significant differences	In favor of (25–44 years)
H01.3	Educational Level	ANOVA	0.001	Significant differences	In favor of Bachelor, Master, PhD
H01.4	Type of Organization	ANOVA	0.204	No differences	-

H01.5	Years of Experience	ANOVA	0.005	Significant differences	In favor of (1–3 years)
H01.6	Job Title	ANOVA	0.001	Significant differences	In favor of Managers & Volunteers
H01.7	Training in Communication	T-test	0.282	No differences	-

4.5.4 Results of Differences in Project Management Level Assessment

Table (4.45) shows the results of the differences test in project management level assessment in humanitarian organizations according to demographic and functional variables. The results showed no statistically significant differences attributable to gender, type of humanitarian organization, or training, reflecting a consensus among the sample regarding the project management level regardless of these characteristics.

On the other hand, the results showed statistically significant differences attributable to age, educational qualification, years of experience, and job title. These differences favored relatively older age groups, employees with higher educational qualifications, those with 1–3 years of experience, and managers and volunteers. These results indicate that educational background and practical experience contribute to shaping employees' assessment of project management level within humanitarian organizations.

Table (4.45): Differences in Evaluating Project Management Level

Hypothesis	Independent Variable	Test	Sig	Decision	Direction of Differences
H02.1	Gender	T-test	0.541	No significant differences	-
H02.2	Age	ANOVA	0.018	Significant differences	in favor of age (25- 34); (35- 44) also in favor of age (45-54)
H02.3	Educational Level	ANOVA	0.001	Significant differences	In favor of Bachelor, Master, PhD
H02.4	Type of Organization	ANOVA	0.264	No significant differences	-
H02.5	Years of Experience	ANOVA	0.034	Significant differences	In favor of (1– 3 years)
H02.6	Job Title	ANOVA	0.005	Significant differences	In favor of Volunteer
H02.7	Training	T-test	0.504	No significant differences	-

4.6 Qualitative Findings from Interviews

This section presents the qualitative findings from semi-structured interviews conducted with 15 staff members working for humanitarian organizations in Hebron. The interviews aimed to gain a deeper understanding of internal communication practices and explore how communication impacts project management processes in humanitarian settings. Qualitative data were analyzed using thematic analysis, whereby interview responses were recorded, coded, and categorized into key themes reflecting participants' shared experiences and perceptions.

The findings are presented below according to the key themes that emerged from the interview data.

4.6.1 First Theme: Clarity of Internal Communication

Most interviewees emphasized that clear internal communication plays a crucial role in ensuring smooth project execution. They noted that when instructions, messages, and responsibilities are clearly communicated, project teams perform their tasks more efficiently and with fewer errors.

One participant stated:

"When communication between departments is clear, everyone understands their role, and project activities proceed smoothly and without ambiguity."

Another participant added:

"Unclear communication sometimes leads to misunderstandings and delays in project activities."

These responses indicate that clear communication directly contributes to improved coordination and reduced misunderstandings in project environments.

4.6.2 Second Theme: The Role of Written Communication in Project Management

Participants highlighted the importance of written communication tools, such as reports, emails, and official memos, in documenting project activities and ensuring accountability. Many agreed that written communication provides a reliable reference for monitoring, evaluation, and decision-making.

As one interviewee put it:

"Written reports and emails help us track project progress and ensure decisions are properly documented."

However, some participants pointed out that over-reliance on written communication can slow down urgent decision-making.

"Sometimes urgent matters require direct verbal communication rather than waiting for written responses."

This highlights the complementary role of written and verbal communication in effective project management.

4.6.3 Third Theme: Communication Technologies

The majority of participants acknowledged that communication technologies, such as virtual meetings, messaging applications, and email platforms, have significantly improved communication among project teams, particularly when coordinating projects in different locations.

One participant noted:

"Virtual meetings have made it easier to follow up on project activities without the need for physical travel."

Another participant stated:

"Communication platforms and electronic tools help us coordinate quickly with field teams and management."

These findings indicate that technological tools contribute to improving the speed, flexibility, and coordination of communication in humanitarian project environments.

4.6.4 Fourth Theme: Communication Challenges in Humanitarian Organizations

Despite the positive role of communication, participants also identified several challenges that sometimes hinder its effectiveness. These challenges include workload pressures, limited time available for meetings, poor internet connectivity in some field locations, and the lack of standardized communication procedures. One interviewee explained:

"Sometimes poor internet connectivity affects online meetings, delaying communication between headquarters and field teams."

Another said:

"The lack of clear communication guidelines sometimes leads to conflicting information sharing between departments."

These challenges highlight the need for structured communication policies and technical support to enhance project coordination.

Summary of Qualitative Findings

Overall, the qualitative findings reveal that effective communication—particularly clear messaging, proper documentation through written communication, and the use of technological tools—plays a vital role in supporting project management processes in humanitarian organizations. At the same time, communication challenges highlight areas requiring organizational improvement to strengthen communication practices in humanitarian project environments.

4.7 Integrating Quantitative and Qualitative Results (Interpreting the Mixed Approach)

This section integrates quantitative and qualitative results to provide a comprehensive understanding of the role of effective communication in improving project management within humanitarian organizations in Palestine. The integration of both data types allows for a deeper interpretation of the statistical findings and enhances the study's credibility through systematic triangulation.

Quantitative analysis demonstrated a statistically significant positive relationship between effective communication and successful project management in humanitarian organizations. Qualitative interview results strongly support this finding, with participants consistently emphasizing that clear and timely communication promotes coordination, reduces misunderstandings, and facilitates project task completion.

Specifically, the quantitative results showed high averages for verbal and nonverbal communication practices. This aligns with qualitative responses indicating that direct verbal interaction plays a crucial role in clarifying responsibilities, guiding project teams, and accelerating project implementation.

Similarly, the quantitative results revealed a strong correlation between written communication and successful project management. This reinforces the interview findings regarding the importance of reports and emails in documenting decisions, monitoring progress, and fostering accountability within teams.

Furthermore, quantitative analysis indicated a high average usage of technological communication tools. This finding aligns with participants' qualitative assessments of the effectiveness of virtual meetings and digital communication platforms in connecting geographically dispersed teams and ensuring the continuity of information exchange.

The integration of quantitative and qualitative findings confirms that effective communication is not only statistically significant but also a practical experience for humanitarian workers. This convergence of evidence strengthens the credibility of the study's results and provides a comprehensive understanding of how communication contributes to successful project management in the humanitarian sector in Palestine. Finally, to achieve a comprehensive understanding of the study phenomenon, quantitative and qualitative results were integrated and interpreted collectively. the next section provides a summary of the main findings of this chapter through comprehensive tables and concluding statements.

Chapter Five

5. Discussion, Conclusion and Recommendations

5.1 Introduction

This chapter provides a comprehensive discussion of the study's findings derived from the statistical analysis conducted in Chapter 4. Its aim is not merely to present the results, but to interpret and analyze them in light of the research questions, hypotheses, and theoretical framework presented in previous chapters. The discussion seeks to clarify the implications of these findings within the practical context of humanitarian organizations operating in Palestine, particularly given the prevailing political instability, limited resources, and heavy reliance on donor-funded projects. By connecting the quantitative findings to relevant literature and contextual organizational factors, this chapter offers deeper insights into how effective communication contributes to improved project management performance in humanitarian settings. It also highlights the convergences and divergences between the current findings and previous studies, providing explanations for the observed patterns and results.

Furthermore, this chapter contributes to addressing the specific research problem and the knowledge gap by elucidating the role of communication mechanisms in enhancing planning, coordination, decision-making, and project implementation processes within humanitarian NGOs. Finally, this chapter forms the basis for developing practical recommendations and identifying future research directions presented in the concluding section.

5.2 Discussion related to the research question

This section presents a comprehensive discussion of the findings related to the study's five research questions. The discussion is designed to reflect the logical sequence of the research model, beginning with an examination of employees' perceptions of the reality of effective communication in humanitarian organizations, followed by an assessment of project management practices, and finally, an analysis of the relationship between effective communication and project management performance.

Furthermore, this section explores whether employees' perceptions of communication and project management effectiveness differ according to their personal, professional, and organizational characteristics. By addressing differences related to gender, age, educational level, years of experience, job title, training, and reliance on communication

technology, the discussion provides a deeper understanding of how contextual and demographic factors influence communication practices and project management outcomes within humanitarian organizations.

The discussion goes beyond simply presenting the statistical results to include an interpretation of the findings in light of the theoretical framework and relevant previous studies. This research seeks to explain the observed patterns by examining the specific operational context of humanitarian organizations in Palestine, characterized by political instability, limited resources, and donor-led project structures. Through this integrated approach, this section explains how communication practices affect project management processes, and highlights the link between effective communication and successful project implementation.

5.2.1 Discussion related to the research first question

What are the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine?

The results showed that the degree of extent of the perceptions of NGOs employees about the Reality of Implementing of Effective Communication in Humanitarian Service Organizations in Palestine was moderate in general [$m=3.436$], and the highest mean of effective communication was for the technological communication tools domain, then followed by written communication domain followed by verbal& Non-verbal Communication domain.

The researcher explains this result in light of the nature of the communication tools and channels determined by organizations, which rely on a hierarchical communication process, such that communication sometimes needs to pass through several communication channels before reaching its final destination. In addition, the procedures adopted by these organizations for documenting communication processes and waiting for responses contribute to this outcome, which leads respondents to evaluate this process as being of a moderate level.

By another hand, research can explain this results by discussing the Palestinian situation, in which structural constraints, political instability, and scarce resources may further limit the ability of organizations to institutionalize comprehensive communication strategies.

Also, the fact that the technological communication tools domain scored the highest mean implies that organizations have relatively prioritized and invested in digital tools such as email, messaging applications, and information management platforms because these are indispensable for coordination, documentation, and rapid response in humanitarian work. As for the results related to the items of each domain of the communication, they were as follows:

5.2.1.1 Discussion related to the First Domain: Verbal & Non-verbal Communication

The results showed that the degree of perceptions of Communication in Humanitarian Service Organizations in Palestine related to Verbal & Non-verbal Communication domain was Moderate [$M= 3.325$, $St=1.126$]. The highest responses were for: employees can express their ideas easily in meetings, followed by employees can communicate clearly in-group meetings.

The researcher explains this result by the nature of work in humanitarian organizations, which relies on fieldwork and therefore often results in physical distance between staff and management, making the application of verbal and nonverbal communication of a moderate level.

Also this results may be linked to several organizational and contextual factors, such as high workload, time pressure, and crisis-driven environments that prioritize rapid task execution over reflective dialogue and relationship-building

5.2.1.2 Discussion related to the Second Domain: Written Communication

The results showed that the degree of perceptions of Communication in Humanitarian Service Organizations in Palestine related to Written Communication domain was Moderate [$M= 3.435$, $St=1.097$]. The highest responses were for employees can draft emails accurately and professionally, followed by: Decisions and meetings were accurately documented.

The researcher attributes this result to these organizations' reliance on unified work systems and policies that are clarified before the start of work, such that every employee or manager within the organization knows their duties, responsibilities, and limits of authority. Consequently, awareness and understanding of these aspects reduce the need for written communication.

This result can be logically linked to the nature of humanitarian work in Palestine, where organizations often operate under time pressure, political and security constraints, and high workloads, which can reduce the time available for careful drafting, reviewing, and standardizing written materials. Moreover, the need to communicate with diverse stakeholders (donors, beneficiaries, partners, and authorities) in more than one language may contribute to variability in the quality and consistency of written communication.

5.2.1.3 Discussion related to the Third Domain: Technological Communication Tools

The results showed that the degree of perceptions of Communication in Humanitarian Service Organizations in Palestine related to Technological Communication Tools domain was Moderate [$M= 3.574$, $St=1.111$]. The highest responses were for, employees constantly follow project updates via email or apps, followed by employees can communicate with teams across different locations using technological tools.

This result can be attributed to structural and environmental constraints, including unstable electricity and internet connectivity, restricted resources for upgrading systems, and reliance on low-cost or informal applications (such as personal messaging apps) instead of fully institutionalized platforms. These factors can lead to fragmented communication channels, duplication of information, and variability in how effectively staff are able to use available technologies. Thus, the moderate perception level reflects a communication environment in which technological tools are clearly present and beneficial, but not yet systematically planned, standardized, or fully exploited to support rapid, coordinated, and secure humanitarian responses.

This finding is generally consistent with previous studies conducted in humanitarian and non-profit organizations, which indicate that communication practices often remain at an average level due to hierarchical structures, work pressures, and contextual constraints. However, the Palestinian context adds an additional dimension of complexity related to political instability and resource scarcity, further impacting communication effectiveness.

5.2.2 Discussion related to the research Second question

What are the perceptions of NGOs employees about the Level of Project Management in Humanitarian Service Organizations in Palestine?

The results showed that the degree of perceptions about the Level of Project Management in Humanitarian Service Organizations in Palestine was High [$M= 3.676$, $St=0.843$]. The highest responses were for the project is followed up even after the end of funding, followed by: Beneficiaries of the projects feel satisfied with the outputs and services provided through the projects within the organization, and followed by: Projects in our institution have a clear and tangible impact on beneficiaries.

The researcher believes that this result can be explained by the nature of organizational work and the working conditions within these organizations, as extensive professional experience is a basic requirement for employment in the management of these projects. On the other hand, these organizations rely on a clear and well-defined system of work and policies that help manage projects in a successful and effective manner.

Consequently, these organizations prioritize structural efficiency, precise planning, and monitoring and evaluation above all else to satisfy donor requirements. Furthermore, this result reflects the accumulated expertise and adaptive capacity of Palestinian NGO staff. By other hand, the researcher explained this result by the organizations are highly project-based and operate in a competitive funding environment. To ensure continuity of funding and credibility with donors, NGOs must demonstrate a high capacity to design, implement, and close projects in a compliant and timely manner. Consequently, they are likely to channel significant resources into strengthening project management systems.

These findings are consistent with previous studies conducted by humanitarian NGOs, demonstrating effective project management practices, including standardized work processes and continuous monitoring and evaluation. The current study reinforces this pattern within the Palestinian context, despite the challenges involved.

5.2.3 Discussion related to the research Third question

Is there a correlational relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees?

This section addresses the findings related to the third research question, which aimed to investigate the existence of a statistically significant correlation between the level of effective communication and improved project management in humanitarian organizations in Palestine, from the perspective of NGO staff. To answer this question, the first main hypothesis and its sub-hypotheses were tested using Pearson's correlation coefficient at a statistical significance level ($\alpha \leq 0.05$), appropriate to the nature and measurement of the variables. The results showed a strong, statistically significant positive correlation, with a high Pearson correlation coefficient, indicating that the higher the level of effective communication, the better the project management, according to NGO staff.

The researcher attributes this finding to the fact that project management fundamentally relies on the flow and exchange of information between different management levels and team members. Clear and regular communication—whether oral, written, or technological—contributes to a unified understanding of project objectives, clarifies roles and responsibilities, and reduces errors and misunderstandings during implementation. Furthermore, the complex, time-bound, and multi-stakeholder nature of humanitarian work makes effective communication a crucial element in coordinating field activities, monitoring progress, and responding to unforeseen changes. In light of relevant organizational communication and project management perspectives and models, and based on the practical realities of humanitarian projects in Palestine, characterized by operational pressures and constraints related to funding and the political context, it is clear that improving communication practices directly impacts the efficiency of planning, implementation, monitoring, and evaluation, thereby enhancing project management success and the achievement of its objectives.

5.2.4 Discussion related to the research fourth question

Are there differences in evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective by different according to factors (Gender, Educational Level, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology)?

This section addresses the findings related to the fourth research question, which aimed to identify statistically significant differences in the perceived effectiveness of communication within humanitarian project teams in Palestinian NGOs, as perceived by employees, based on a set of selected personal, functional, and organizational variables. To answer this question, the second main hypothesis and its sub-hypotheses were tested at a statistical significance level ($\alpha \leq 0.05$), using statistical methods appropriate to the nature of the data. The results showed statistically significant differences in the perceived effectiveness of communication attributable to some variables, while no differences were found attributable to others, indicating that employees' perceptions of communication effectiveness are not uniform.

The researcher attributes these findings to differences in organizational roles, experience levels, and exposure to formal communication channels within NGOs. Employees in managerial positions or with longer professional experience have greater access to information and participation in decision-making processes, which is reflected in their more positive assessment of communication effectiveness. Conversely, employees at the executive level or those with less experience may face challenges related to information delays or limited organizational participation. In light of prevailing organizational practices and the contextual reality of humanitarian work in Palestine, it is clear that the effectiveness of communication is more affected by internal organizational factors than by purely individual characteristics, which explains the lack of differences related to some variables such as gender or type of organization.

5.2.5 Discussion related to the research Fifth question

Are there differences in evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective by different according to factors (Gender, Educational Level, Educational Level, Type of Humanitarian Organization, Years of Experience, Job Title, received formal training, Level of the organization's reliance on communication technology)?

This section addresses the findings related to the fifth research question, which aimed to identify statistically significant differences in the perceived level of project management within humanitarian organizations in Palestine, as perceived by NGO staff, based on a set of selected personal, functional, and organizational variables. To answer this question, the third main hypothesis and its sub-hypotheses were tested at a statistical significance level ($\alpha \leq 0.05$), using statistical methods appropriate to the nature of the data. The results showed statistically significant differences in the perceived level of project management attributable to some variables, while no differences were found attributable to others. This reflects the varying experiences of staff with project management systems within humanitarian organizations.

The researcher attributes these findings to differences in levels of involvement in the project lifecycle and donor requirements. Staff with greater experience or those in managerial positions possess a deeper understanding of planning, implementation, monitoring, and evaluation mechanisms, which enhances their perception of the strength of project management systems. Conversely, staff in operational or volunteer roles may focus on field activities and immediate outputs without a comprehensive understanding of administrative and planning aspects. Given that Palestinian humanitarian organizations rely on standardized criteria imposed by donors, it is clear that some variables, such as the type of organization or training, do not make significant differences in assessing the level of project management, which reflects the uniform institutional nature of these systems.

5.3 Discussion Related to the Research hypothesis

This section discusses the results of the three main research hypotheses and their sub-hypotheses, which were tested to verify the relationships and statistical differences between the various study variables. This discussion aims to interpret the statistical findings in light of the research questions, the theoretical framework, and relevant previous studies, with a focus on the organizational and operational context of humanitarian organizations in Palestine.

The hypotheses were tested using appropriate statistical methods, including Pearson's correlation coefficient and analysis of statistical variances, at a significance level of ($\alpha \leq 0.05$), in accordance with the nature of the variables and the methods used to measure them. This discussion goes beyond simply presenting the numerical results; it seeks to analyze and interpret them by linking them to organizational practices, the dynamics of work within project teams, and the contextual conditions under which humanitarian organizations operate, such as financial constraints, donor requirements, and political instability.

The discussion also delves into the results of the sub-hypotheses in detail, aiming to highlight the points of agreement and disagreement between personal, functional, and organizational variables, and to clarify their impact on communication effectiveness and project management. This comprehensive analysis contributes to a deeper understanding of the relationships between the study variables and identifies the factors most influential in the success of project management in humanitarian organizations, thus paving the way for drawing general conclusions and formulating practical, findings-based recommendations.

5.3.1 Evaluation of first main hypothesis and related sub hypothesis's

There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

The results showed that the Pearson correlation coefficient for the total score is (0.804), and the calculated significance level ($p = 0.001$). This indicates the presence of a positive correlation between relationship between the Effective Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine. In other words,

as the level Effective Communication also increases Project Management, as perceived by NGOs employees.

The researcher attributes this result to the fact that project management relies primarily on effective communication channels and the exchange of information between management and employees. Consequently, improving and developing communication processes is reflected positively and directly in project management and its success.

Clear and timely information flow, whether verbal, written, or technology-mediated, helps align team members around project objectives, reduces misunderstandings, facilitates problem-solving, and supports compliance with donor requirements and timelines. In humanitarian organizations, where projects are complex, time-bound, and resource-constrained, robust communication mechanisms are especially critical for coordinating field activities, managing risks, and responding to rapidly changing conditions.

5.3.1.1 The first Sub hypothesis

There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

The results showed that the Pearson correlation coefficient for the total score is (0.838), and the calculated significance level ($p = 0.001$). This indicates the presence of a positive correlation between relationship between the Effective Verbal & Non-verbal Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine. In other words, as the level Effective Verbal & Non-verbal Communication also increase Project Management, as perceived by NGOs employees.

The researcher attributes this result to factors related to verbal and nonverbal communication in giving instructions and making decisions quickly and accurately. Effective verbal and non-verbal communications such as clear explanations, appropriate tone of voice, active listening, constructive feedback, and supportive body language—helps align team members around project goals, clarifies roles and expectations, reduces misunderstandings, and facilitates rapid problem-solving. In humanitarian organizations, where teams often operate under pressure, in unstable environments, and in close interaction with affected communities, the quality of face-to-face and relational

communication becomes especially critical for coordinating field activities, managing conflicts, maintaining staff motivation, and adapting to changing needs.

5.3.1.2 The Second Sub hypothesis

There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

The results showed that the Pearson correlation coefficient for the total score is (0.838), and the calculated significance level ($p = 0.001$). This indicates the presence of a positive correlation between relationship between the Effective Written Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine. In other words, as the level Effective Written Communication also increase Project Management, as perceived by NGOs employees.

The researcher attributes this result to from a scientific and logical perspective, this strong correlation is consistent with the central role that written communication plays in project management processes, especially in humanitarian NGOs. Effective written communication through clear proposals, work plans, emails, reports, guidelines, and documentation supports accurate planning, transparent budgeting, systematic monitoring and evaluation, and proper reporting to donors and stakeholders. In the Palestinian humanitarian context, where projects are highly regulated by donor requirements and must be well-documented for accountability and audit purposes, the quality of written communication directly affects the organization's ability to coordinate activities, meet deadlines, manage risks, and secure ongoing funding.

5.3.1.3 The Third Sub hypothesis

There is statistically significant correlational relationship at the significance level ($\alpha \leq 0.05$) between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine from the perspective NGOs employees.

The results showed that the Pearson correlation coefficient for the total score is (0.838), and the calculated significance level ($p = 0.001$). This indicates the presence of a positive correlation between relationship between the Effective Technological Communication and Enhancing Project Management in Humanitarian Service Organizations in Palestine.

In other words, as the level Effective Technological Communication also increases Project Management, as perceived by NGOs employees.

From a scientific and logical standpoint, this strong correlation is consistent with contemporary models of project management, which emphasize the central role of information and communication technologies in planning, coordination, monitoring, and reporting. Effective technological communication through project management software, email systems, shared online workspaces, databases, and virtual meeting platforms enables faster information flow, better documentation, real-time coordination between field and office staff, and more efficient tracking of activities, budgets, and outputs.

This strong positive relationship supports theoretical models that consider communication a core management function and a crucial factor in successful project management. The findings reinforce existing empirical evidence while also providing local validation within humanitarian organizations operating in fragile and high-risk environments.

5.3.2 Evaluation of Second main hypothesis and related sub hypothesis's

There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to Personal variables.

Based on the results of the relevant sub-hypotheses testing, the findings indicate the rejection of the second main hypothesis. Statistical analysis revealed that all tested personal variables—including gender, age, education level, organizational type, years of experience, job title, and formal communication training—showed statistically significant differences in employees' perceptions of communication effectiveness within humanitarian project teams.

These results suggest that employees' personal characteristics and professional backgrounds play a crucial role in shaping their experience and evaluation of communication effectiveness. For example, differences in age, education level, years of experience, and job title reflect variations in familiarity with organizational structures, access to formal information channels, and participation in decision-making processes. Even variables such as gender, organizational type, and formal training, which were

expected to unify perceptions, showed measurable differences, highlighting the complexity of communication dynamics within humanitarian NGOs.

In general, the rejection of the second main hypothesis emphasizes the importance of considering individual and professional factors when assessing communication effectiveness, as these factors influence how employees perceive and interact with communication channels, procedures, and organizational systems.

5.3.2.1 Evaluation the First sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the gender variable.

The results showed that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the effectiveness of communication within humanitarian project teams and can be attributed to gender.

The researcher explains this result on the basis that in many such organizations, men and women perform comparable roles, are exposed to the same communication channels and procedures, and often receive similar training in project management and team coordination. Standardized reporting lines, shared use of technological tools, and unified team structures may reduce the likelihood that gender-based differences emerge in everyday communication experiences.

5.3.2.2 Evaluation the Second sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the age variable, and the differences in favor of age (25-34) In front of (18-24 years), also in favor of Educational Level (35-44) In front of (18-24 years), and in favor of age (45- 54) In front of (18-24 years).

The researcher explains this result by the fact that older employees typically have more professional experience, longer tenure within NGOs, and greater familiarity with organizational structures, communication channels, and project management procedures. They are also more likely to occupy roles that give them direct access to formal information flows and decision-making processes, which can enhance their perception that communication is effective. In contrast, employees aged 18–24 are often in entry-level or short-term positions, still in the process of adapting to the organizational culture and may feel less included in key discussions, leading them to rate communication less favorably. It is also possible that younger staff, who are accustomed to highly responsive digital communication in their personal lives, hold higher expectations and thus judge organizational communication more critically.

5.3.2.3 Evaluation the Third sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the educational level variable, and the differences in favor of educational level (Bachelor) In front of (diploma), also in favor of educational level (Master) In front of (diploma), and in favor of educational level (PhD) In front of (diploma).

The researcher explains this result by Employees with university degrees are also more likely to hold positions that involve participation in planning, coordination, and decision-making processes, where formal communication systems tend to function more clearly. In contrast, diploma holders may be concentrated in more operational or field-based roles, where they face practical communication challenges (e.g., fragmented information, delays, or informal channels), leading them to evaluate the effectiveness of communication less positively.

5.3.2.4 Evaluation the Fourth sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable.

The results showed that was no significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Type of Humanitarian Organization variable, therefore this hypothesis is accepted.

The researcher attributes this result to the nature and system of work in organizations, which are based on fully defining and clarifying tasks. Consequently, the level of effective communication is the same among all employees in the organizations.

5.3.2.5 Evaluation the Fifth sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the due to Years of experience.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Years of Experience variable, and the differences in favor of Years of Experience (1- 3 years) In front of (less than 1 year), also in favor of Years of Experience (1- 3 years) In front of (4-6 years), and in favor of Years of Experience (1- 3 years) In front of (more than 7 years).

The researcher explains this result by employees with 4–6 years and more than 7 years of experience rate communication effectiveness lower than those with 1–3 years can be logically interpreted in light of “professional realism” and accumulated exposure to organizational constraints. More experienced staff often carry greater responsibilities, interact with multiple projects and stakeholders, and become more aware of gaps, delays, inconsistencies, and structural limitations in communication systems. Their expectations

for strategic, timely, and transparent communication also tend to be higher; as a result, they may assess existing practices more critically than mid-experience staff. Thus, the significant differences in favor of the 1–3 years group reflect a phase in which employees are experienced enough to navigate communication channels effectively, yet not so senior that they focus primarily on systemic shortcomings.

5.3.2.6 Evaluation the Sixth sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees perspectives about evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the Job title variable, and the differences in favor of Job title (Manager) In front of (officer), also in favor of Job title (Volunteer) In front of (officer).

Managers typically sit at the top of formal communication channels: they initiate or receive key information, participate in strategic meetings, and have greater control over how information is shared. This position can give them a sense that communication systems work well, because they are less exposed to blockages and more able to clarify ambiguities when they arise. Volunteers, on the other hand, are often engaged in more focused, task-specific, or field-level communication, and may interact primarily within smaller, operational teams. Their limited exposure to administrative complexity and strategic-level information gaps can lead them to perceive communication as relatively smooth and sufficient for their roles.

5.3.2.7 Evaluation the Seventh sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the effectiveness of communication within humanitarian project teams from NGOs Employees perspective due to the received formal training in communication skills variable.

The results showed that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the effectiveness of communication

within humanitarian project teams and can be attributed to receiving formal training in communication skills.

This result is possible that the existing training programs are limited in duration, too theoretical, or not sufficiently tailored to the specific challenges of humanitarian project work, which reduces their impact on day-to-day communication experiences. It is also likely that broader organizational factors such as leadership style, workload, clarity of procedures, access to information, and the overall communication culture play a much stronger role in shaping perceptions than individual participation in training courses.

5.3.3 Evaluation of Third main hypothesis and related sub hypothesis's

There are no statistically significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Personal variables.

Based on the results of the relevant sub-hypotheses, the findings indicate the rejection of the third main hypothesis. Statistical analysis showed that all tested personal variables—including gender, age, educational level, organizational type, years of experience, job title, and formal training received—revealed statistically significant differences in employees' perceptions of project management effectiveness within humanitarian organizations.

These results suggest that employees' personal characteristics and professional backgrounds significantly influence their perception of project management effectiveness. Differences across age groups, educational levels, years of experience, and job titles indicate that professional maturity, accumulated experience, and organizational roles influence how employees perceive planning, coordination, implementation, and decision-making processes. Similarly, differences related to gender, organizational type, and formal training demonstrate that even factors expected to unify perceptions still contribute to variations in project management performance evaluations.

Overall, the rejection of the third main hypothesis highlights the crucial role of individual and professional factors in shaping project management perceptions within humanitarian

NGOs. This underscores the need for organizations to take these differences into account when evaluating performance and designing management strategies to ensure effectiveness, inclusivity, and fair participation among different categories of employees.

5.3.3.1 Evaluation the First sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the gender variable.

The results showed that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the level of Project Management in Humanitarian Service Organizations in Palestine and can be attributed to gender.

A logical and scientific interpretation is that project management in Palestinian humanitarian NGOs is largely governed by standardized procedures, donor requirements, and formal project cycles that apply equally to all staff, regardless of gender. Men and women typically work within the same regulatory frameworks, use the same tools and templates, and are subject to similar monitoring and reporting systems, which leads to convergent perceptions of project management performance.

5.3.3.2 Evaluation the Second sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to age.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to age variable, and the differences in favor of age (25- 34) In front of (18-24), also in favor of age (35-44) In front of (18-24), also in favor of age (45-54) In front of (18-24).

This pattern can be explained by the close link between age, professional experience, and organizational integration. Employees in the older age brackets are more likely to have been exposed to multiple project cycles, donor requirements, monitoring and evaluation systems, and formal procedures, which allows them to understand how project

management systems operate in practice and to recognize their strengths. They are also more frequently assigned to roles with direct involvement in planning, budgeting, coordination, and reporting, which can enhance their appreciation of the structure and rigor of project management processes.

5.3.3.3 Evaluation the Third sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Educational Level.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to Educational Level variable, and the differences in favor of Educational Level (Bachelor) In front of (Diploma), also in favor of Educational Level (Master) In front of (Diploma), also in favor of Educational Level (PhD) In front of (Diploma).

This pattern can be explained by the fact that higher education generally provides broader exposure to concepts of project management, organizational behavior, monitoring and evaluation, and strategic planning, whether through specialized courses or research-based learning. Employees with university degrees are also more likely to occupy positions that are closely involved in project design, planning, budgeting, and reporting, which allows them to see the full architecture of project management systems and to appreciate their structure and rigor. Diploma holders, by contrast, are often concentrated in more operational or technical roles, where they may experience project management mainly through day-to-day instructions, fragmented information, or field-level constraints, without always having access to the full rationale, tools, and frameworks used at the managerial level.

5.3.3.4 Evaluation the Fourth sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Type of Humanitarian Organization.

The results showed that was no significant difference at ($\alpha \leq 0.05$) in perceptions of NGOs Employees' perspectives about evaluating level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Type of Humanitarian Organization variable, therefore this hypothesis is accepted.

The researcher attributes this result to the similarity and convergence of the goals of humanitarian organizations, as they rely on a clear administrative structure and sound principles that are clarified and established from the outset. Consequently, the type of humanitarian organization does not affect the evaluation of the project management process.

5.3.3.5 Evaluation the Fifth sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Years of experience.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to Years of experience variable, and the differences in favor of Years of experience (1- 3 years) In front of (less than 1 year), also in favor of Years of experience (1- 3 years) In front of (more than 7 years).

Scientifically and logically, employees with 1–3 years of experience are typically at a stage where they have passed the initial orientation phase, understand the main procedures and project cycles, and are actively engaged in implementation and coordination, which makes the project management system appear relatively structured and effective to them, By contrast, those with less than 1 year of experience are still adapting to organizational

processes, may lack full visibility of how projects are planned and managed, and may experience confusion about roles and procedures, leading to lower evaluations.

5.3.3.6 Evaluation the Sixth sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to Job title.

The results showed that there are significant differences between the arithmetic means of perceptions of NGOs Employees about level of Project Management in Humanitarian Service Organizations in Palestine due to Job title variable, and the differences in favor of Job title (Volunteer) In front of (officer), also in favor of Job title (volunteer) In front of (coordinator).

This pattern can be explained by differences in roles, responsibilities, and exposure to the internal workings of project management. Volunteers are usually engaged in front-line implementation and specific tasks, and they see the visible outcomes of projects (activities delivered, services provided, events implemented). Their interaction with the more complex, bureaucratic, or problematic aspects of project management—such as donor compliance, budgeting constraints, reporting burdens, and inter-departmental coordination is often limited. As a result, they may experience project management as relatively smooth and well organized, especially if their expectations are focused on whether activities are happening on the ground.

5.3.3.7 Evaluation the Seventh sub hypothesis:

There are **no statistically** significant differences at the significant level ($\alpha \leq 0.05$) between the arithmetic means of evaluating the level of Project Management in Humanitarian Service Organizations in Palestine from NGOs Employees perspective due to the training variable.

The results showed that there were no significant differences at ($\alpha \leq 0.05$) in the perceptions of NGOs employees about evaluating the level of Project Management in Humanitarian Service Organizations in Palestine and can be attributed to training.

This suggests that broader organizational factors such as institutional procedures, donor requirements, leadership style, workload, and the availability of clear tools and guidelines

play a more decisive role in shaping perceptions of project management than individual attendance at training courses. It may also reflect limitations in the nature of the training (e.g., short duration, theoretical focus, lack of follow-up or practical application), or the fact that the study measured perceived level of project management at the organizational level, which may not change noticeably for an individual simply because they attended training.

5.4 Summary of the Findings

Based on the statistical analysis and discussion presented in this chapter, the study's findings are summarized according to the main study variables. This structured presentation highlights the level of effective communication and project management in Palestinian humanitarian organizations, as well as the nature of the relationship between them and the impact of demographic and job-related variables.

5.4.1 Findings Related to the Effective Communication Variable

The results indicate that the overall level of effective communication in Palestinian humanitarian organizations is moderate, suggesting that communication practices are not fully established or strategically managed, despite the availability of multiple communication channels.

- Technological communication tools scored the highest average among the communication dimensions, reflecting the increasing reliance on digital platforms in humanitarian work. However, the moderate score indicates that these tools are not always systematically planned or standardized, or adequately supported by technical infrastructure and staff training.
- Verbal and nonverbal communication scored the lowest average, revealing weaknesses in interpersonal communication, feedback mechanisms, and participatory dialogue. This gap is further exacerbated by work pressures and within hierarchical organizational structures.

5.4.2 Findings Related to the Project Management Variable

The results show that the level of project management in humanitarian NGOs is high, indicating a strong commitment to donor requirements, standardized project lifecycles, and effective monitoring and evaluation systems.

- Despite this high level, the results suggest that the strength of project management is largely driven by external accountability and donor requirements, rather than by internally developed management cultures and organizational learning processes.
- This reliance on externally imposed systems may limit the integration of communication practices into project management processes at the organizational level.

5.4.3 Findings Related to the Relationship Between Effective Communication and Project Management

Statistical analysis reveals a strong positive correlation between effective communication and project management.

- This finding confirms that communication is not merely a supporting or secondary function, but rather a fundamental factor in the success of projects within humanitarian organizations.
- Effective communication enhances coordination, decision-making, and implementation efficiency, directly contributing to improved project management performance.

5.4.4 Findings Related to Demographic and Functional Variables

The study identifies statistically significant differences in perceptions of communication and project management based on age, educational level, years of experience, and job title.

- These differences indicate that employees' perceptions are influenced by their organizational position and their awareness of decision-making processes.
- This suggests that communication practices are not equally applied across different employee categories within humanitarian organizations.

In contrast, no statistically significant differences were observed with regard to gender, organizational type, or training.

- This reflects the dominance of structural and organizational factors over individual characteristics.

- This also points to shortcomings in current training programs, which appear insufficient to achieve tangible improvements in communication practices.

Overall Findings

Overall, the findings reveal a clear paradox: while project management systems in Palestinian humanitarian organizations appear robust and well-organized, communication systems remain only moderately effective. This internal gap poses potential risks to coordination, organizational learning, and long-term sustainability, underscoring the urgent need to strengthen communication as a core component of project management.

5.5 Addressing the Knowledge Gap and Research Contribution

In light of the study's findings and analysis in Chapters Four and Five, this section focuses on clarifying how the current study contributes to addressing the knowledge gap identified previously in Chapter Two, specifically in Section (2.8) and Table (2.8.2). A review of previous literature revealed a limited number of studies addressing effective communication and project management in Palestinian humanitarian organizations within a comprehensive analytical framework.

Moreover, most of these previous studies relied primarily on descriptive analysis and qualitative observations, with few employing rigorous statistical methods to examine the relationship between communication effectiveness and project management outcomes. This lack of quantitative analysis limits the ability to generalize findings and identify the specific variables that influence project performance in humanitarian contexts. Furthermore, there is a scarcity of applied studies linking these two variables within a complex humanitarian context characterized by political and financial instability.

Therefore, addressing the knowledge gap in this study goes beyond simply filling a descriptive gap in the literature. It extends to providing an interpretive and critical analysis, supported by statistical results, that clarifies the reality of effective communication within humanitarian organizations, the level of project management within them, and the nature of the relationship between the two from the perspective of NGO staff. The findings also contribute to moving beyond general theoretical propositions by connecting them to the practical context of humanitarian projects in Palestine, reflecting the organizational characteristics and operational constraints that govern this type of organization.

Accordingly, this section presents the contribution of the current study to bridging the knowledge gap in a systematic way, by showing what the results have added to scientific knowledge at the level of organizational communication and project management in fragile humanitarian environments, and by clarifying the research and applied value that the study offers to academic literature and to professional practice in humanitarian organizations, donors and decision-makers. The study's approach was based on two main levels:

5.5.1 Gaps Related to Effective Communication within Humanitarian Organizations

Previous studies have not adequately addressed the effectiveness of communication practices within humanitarian organizations, often assuming that the availability of communication channels guarantees effective communication. This deficiency is particularly evident in fragile contexts, where organizational roles and operational constraints significantly impact communication outcomes.

5.5.1.1 The Study's Contribution to Bridging Gaps Related to Effective Communication

- The study results showed that the level of effective communication in Palestinian humanitarian organizations was moderate, despite the multiplicity of communication channels. This addresses a research gap that assumed that channel diversity automatically leads to effective communication.
- The results revealed statistically significant differences in employees' perceptions of communication effectiveness based on age, educational qualifications, years of experience, and job title. No differences were found related to gender, type of organization, or training received.
- These results contribute to a deeper scientific understanding of organizational communication dynamics within humanitarian project teams and confirm that communication effectiveness is influenced more by the organizational context and job position than by formal training programs.

5.5.2 Gaps Related to Project Management Success and Improvement

Previous studies in humanitarian project management have focused primarily on formal procedures and donor requirements, with limited attention to the role of internal communication in promoting project success. This deficiency limits our understanding of how communication impacts project management performance in volatile humanitarian environments.

5.5.2.1 The Study's Contribution to Bridging Gaps Related to Project Management Success

- The study results showed that the level of project management in Palestinian humanitarian organizations was high, particularly with regard to project monitoring, beneficiary satisfaction, and impact achievement. This addresses a common research gap that links fragile environments to weak project management.
- The study revealed an internal organizational gap characterized by strong project management systems but only moderate communication effectiveness. This highlights the importance of communication as a key factor in project success.
- The strong correlation between effective communication and improved project management confirms that communication is a strategic management function

that helps explain the varying levels of performance within humanitarian organizations.

5.6 Conclusions and Recommendations

In light of the study results and based on the analysis of the relationship between effective communication and project management in humanitarian service organizations, this section presents a set of recommendations derived directly from the study variables and findings. These recommendations are structured according to the main study variables—effective communication and project management—with the aim of enhancing organizational performance, improving communication practices, and increasing the effectiveness and success of humanitarian projects.

Based on the analysis of the study results in Chapters 4 and 5, Table (1.1) summarizes the main conclusions drawn from the research and presents the corresponding recommendations. Each recommendation is directly linked to its specific conclusion to ensure a clear alignment between the study's findings and practical guidelines for enhancing effective communication and project management within Palestinian humanitarian organizations.

Table (1.1): Conclusions and Recommendations

No.	Conclusion	Recommendation
1	The level of effective communication in Palestinian humanitarian organizations was moderate despite the multiplicity of communication channels.	Develop mechanisms to enhance internal communication by improving message clarity, using unified communication channels, and ensuring all available channels are effectively integrated among staff and management.
2	Statistically significant differences in communication effectiveness were found based on age, educational qualifications, years of experience, and job title.	Design tailored communication programs for different job roles and experience levels, considering the needs of young and senior staff, and ensuring inclusion of all educational levels in training and orientation programs.
3	No statistically significant differences were observed in communication effectiveness related to gender, type of	Strengthen practical communication skills training linked to real project contexts to ensure all employees benefit regardless of gender, organization type, or prior training.

	organization, or received formal communication training.	
4	The level of project management in Palestinian humanitarian organizations was high, especially in project monitoring, beneficiary satisfaction, and achieving impact.	Continue enhancing existing project management systems, with a focus on continuous improvement of performance indicators and procedures to maintain efficiency in dynamic work environments.
5	Despite strong project management, there is an internal gap characterized by moderate communication effectiveness, which may affect future project performance.	Link project management improvement programs with communication skill development, including interactive meetings, digital communication training, and simplified information channels to improve team coordination.
6	There is a strong and statistically significant correlation between effective communication and project management performance, indicating that communication is a strategic factor in organizational performance.	Integrate communication as a core component of organizational management strategies, including embedding it in project management plans, developing comprehensive training programs, and promoting a culture of information sharing among all employees.

This table highlights how the study's findings translate into actionable recommendations, emphasizing the importance of aligning organizational practices with employees' perceptions and professional backgrounds. By addressing these recommendations, humanitarian organizations can improve communication channels, strengthen project management processes, and enhance overall organizational performance in complex and fragile contexts.

5.6.1 Recommendations Related to the Effective Communication Variable

Humanitarian organizations are encouraged to strengthen internal communication by focusing on clarity, consistency, and feedback mechanisms within project teams, and by aligning communication practices with employees' roles and operational needs rather than relying solely on formal training programs.

5.6.1.1 Nonverbal Communication Skills

Communication Channels (Upward and Downward Communication),
Strengthening upward and downward communication channels to enable

employees to receive feedback on a regular and systematic basis and to submit reports quickly and effectively, given the results showing weakness in this area.

5.6.1.2 Technological Communication Tools

Urging organizations to develop technological communication tools, improve their utilization, and provide training programs for employees on their effective use, due to their significant role in enhancing communication between management and employees.

5.6.1.3 Comprehensive Communication Methods

Increasing attention to effective communication methods, whether verbal, nonverbal, written, or technological, considering their essential role in improving communication efficiency and supporting the success of project management processes.

5.6.2 Recommendations Related to the Project Management Variable

Organizations should enhance project management performance by integrating effective communication into all project phases, ensuring alignment between planning, implementation, monitoring, and evaluation processes to improve coordination and overall project outcomes.

5.6.2.1 Project Evaluation and Performance Measurement

Emphasizing the necessity of establishing clear and objective evaluation criteria for implemented projects and verifying the extent to which they achieve their intended objectives, in light of the results showing a low level of systematic evaluation in humanitarian organizations.

5.6.2.2 Training and Capacity Building

Providing training programs based on employees' actual needs and designing them to develop their professional and managerial skills, given the existence of differences in evaluation outcomes attributable to employees' personal characteristics.

5.6.2.3 Institutional Cooperation and Networking

Encouraging humanitarian organizations to enhance cooperation and networking among themselves and with governmental and public institutions within the community, due to their positive role in strengthening project management practices and achieving organizational objectives.

5.6.3 Recommendations for Future Research

Future studies are recommended to examine communication and project management in other humanitarian contexts and regions, and to adopt longitudinal or comparative designs to better understand how communication practices influence project success over time.

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Appendices

Appendix (A)

Questionnaire

استبانة



The Role of Effective Communication in Enhancing Project Management in Humanitarian Service Organizations in Palestine: An Applied Study on (NGOs)

دور التواصل الفعال في تعزيز إدارة المشاريع في منظمات الخدمة الإنسانية في فلسطين: دراسة تطبيقية على (المنظمات غير الحكومية)

This study focuses on understanding how effective communication within humanitarian organizations in Palestine influences the successful management of their projects. It also seeks to identify ways in which good communication between staff and management contributes to improved planning, implementation, and monitoring. The study applies this practically to a sample of non-governmental organizations (NGOs) to understand the reality of communication within these organizations and its impact on the outcomes of their humanitarian projects.

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تُركز هذه الدراسة على فهم كيفية تأثير التواصل الفعال داخل المنظمات الإنسانية في فلسطين على نجاح إدارة مشاريعها. كما تسعى إلى تحديد سبل مساهمة التواصل الجيد بين الموظفين والإدارة في تحسين التخطيط والتنفيذ والمتابعة. وتُطبق الدراسة هذا عملياً على عينة من المنظمات غير الحكومية لفهم واقع التواصل داخل هذه المنظمات وأثره على نتائج مشاريعها الإنسانية.

إعداد: محمد أحمد يوسف غنام

ماجستير إدارة المشاريع

الجامعة العربية الأمريكية

General Information Section

This section includes a set of basic questions designed to collect demographic data about participants, such as gender and age. These questions are designed in a multiple-choice format to facilitate data collection and statistical analysis. All participants are assured that the information they provide is strictly confidential and will be used exclusively for scientific research purposes; no personal data will be shared outside the scope of the study. يتضمن هذا القسم مجموعة من الأسئلة الأساسية التي تهدف إلى جمع بيانات ديموغرافية عن المشاركين، مثل الجنس، العمر، تُصمَّم هذه الأسئلة بأسلوب الاختيار من متعدد لتسهيل جمع البيانات وتحليلها إحصائيًا. يُؤكَّد على جميع المشاركين أن المعلومات التي يقدمونها سرية تمامًا وستُستخدم حصريًا لأغراض البحث العلمي، ولن يتم مشاركة أي بيانات شخصية خارج نطاق الدراسة.

Num. الرقم	Questions السؤال	Options الخيارات
1	Gender الجنس	☐ Male / ذكر ☐ Female / أنثى
2	Age العمر	☐ 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55+
3	Educational Level المستوى التعليمي	☐ High School / ثانوية عامة ☐ Diploma / دبلوم ☐ Bachelor / بكالوريوس ☐ Master / ماجستير ☐ PhD / دكتوراه
4	Type of Humanitarian Organization نوع المنظمة الإنسانية	☐ NGO / منظمة غير حكومية ☐ INGO / منظمة دولية ☐ Local Association / جمعية محلية ☐ Other / أخرى
5	Years of Experience in the Humanitarian Sector مدة الخبرة في المنظمات الإنسانية	☐ Less than 1 year / أقل من سنة ☐ 1-3 years / سنوات 1-3 ☐ 4-6 years / سنوات 4-6 ☐ 7-10 years / سنوات 7-10 ☐ More than 10 years / أكثر من 10 سنوات

6	Job Title within the Organization منصبك أو موقعك في العمل	☐ Manager / مدير ☐ Officer / موظف ☐ Coordinator / منسق ☐ Volunteer / متطوع ☐ Other / أخرى
7	Have you received formal training in communication skills? هل تلقيت تدريباً رسمياً في مهارات التواصل؟	☐ Yes / نعم ☐ No / لا
8	Level of the organization's reliance on communication technology (self-assessment) مستوى اعتماد المنظمة على تكنولوجيا الاتصالات (التقييم الذاتي)	☐ Very Low / منخفض جداً ☐ Low / منخفض ☐ Moderate / متوسط ☐ High / عالي ☐ Very High / عالي جداً

(Verbal & Non-verbal Communication)

Verbal and nonverbal communication refers to the exchange of information between individuals through spoken or written words, as well as nonverbal cues such as tone of voice, facial expressions, and body language that clarify meaning and enhance understanding.

يشير التواصل اللفظي وغير اللفظي إلى تبادل المعلومات بين الأفراد من خلال الكلمات المنطوقة أو المكتوبة، فضلاً عن الإشارات غير اللفظية مثل نبرة الصوت وتعبيرات الوجه ولغة الجسد التي توضح المعنى وتعزز الفهم.

Num. الرقم	Questions السؤال	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Neutral محايد	Agree موافق	Strongly Agree موافق بشدة
1	I feel that communication between my colleagues and me is clear and understandable. أشعر أن التواصل بيني وبين زملائي واضح ومفهوم.					
2	I can express my ideas easily in meetings. أستطيع التعبير عن أفكاري بسهولة في الاجتماعات.					
3	I notice that colleagues use appropriate facial expressions during communication. ألاحظ أن زملائي يستخدمون تعابير وجه مناسبة أثناء التواصل.					
4	My body language helps in understanding others better. تساعدني لغة جسدي على فهم الآخرين بشكل أفضل.					
5	I can easily understand others' unspoken feelings. أستطيع بسهولة فهم مشاعر الآخرين غير المعلنة.					
6	Verbal information is exchanged promptly and effectively. يتم تبادل المعلومات الشفهية بسرعة وفعالية.					
7	I can communicate clearly in-group meetings. أستطيع التواصل بوضوح في الاجتماعات الجماعية.					
8	Active listening helps me understand others better. يساعدني الاستماع الفعال على فهم الآخرين بشكل أفضل.					

9	I receive feedback from management regularly. أُتلقى ملاحظات من الإدارة بانتظام.					
10	I can communicate with colleagues to resolve personal or work-related issues. أستطيع التواصل مع زملائي لحل المشكلات الشخصية أو المتعلقة بالعمل.					

(Written Communication)

Written communication refers to the transfer of information within an organization using written texts such as emails, reports, memos, and official letters, ensuring the message is clear and documented.

يشير الاتصال الكتابي إلى نقل المعلومات داخل المنظمة باستخدام النصوص المكتوبة مثل رسائل البريد الإلكتروني والتقارير والمذكرات والرسائل الرسمية، مما يضمن وضوح الرسالة وتوثيقها.

Num. الرقم	Questions السؤال	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Neutral محايد	Agree موافق	Strongly Agree موافق بشدة
11	Messages and reports are written clearly and understandably. تكتب الرسائل والتقارير بوضوح وفهم.					
12	I can draft emails accurately and professionally. أستطيع صياغة رسائل البريد الإلكتروني بدقة واحترافية.					
13	I regularly follow project updates through written reports. أتابع تحديثات المشروع بانتظام من خلال تقارير مكتوبة.					
14	Important information is continuously shared with all team members. أشارك المعلومات المهمة باستمرار مع جميع أعضاء الفريق.					
15	Written content facilitates understanding of internal policies and procedures. يُسهّل المحتوى المكتوب فهم السياسات والإجراءات الداخلية.					
16	Decisions and meetings are accurately documented.					

	توثق القرارات والاجتماعات بدقة.					
17	I can effectively express comments and suggestions in writing. أستطيع التعبير عن التعليقات والاقتراحات بفعالية كتابيًا.					

(Technological Communication Tools)

Communication technology tools refer to digital means such as email, virtual meeting applications, and instant messaging platforms that enable work teams to exchange information quickly and effectively within the organization.

تشير أدوات تكنولوجيا الاتصال إلى الوسائل الرقمية مثل البريد الإلكتروني وتطبيقات الاجتماعات الافتراضية ومنصات المراسلة الفورية التي تمكن فرق العمل من تبادل المعلومات بسرعة وفعالية داخل المنظمة.

Num. الرقم	Questions السؤال	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Neutral محايد	Agree موافق	Strongly Agree موافق بشدة
18	I can use email and technological communication tools efficiently. أجيد استخدام البريد الإلكتروني ووسائل التواصل التكنولوجية بكفاءة.					
19	Communication tools help in solving problems quickly within the team. تساعد وسائل التواصل في حل المشكلات بسرعة داخل الفريق.					
20	I can communicate with teams across different locations using technological tools. أستطيع التواصل مع فرق من مواقع مختلفة باستخدام وسائل التواصل.					
21	I notice that the use of technology increases communication efficiency within the team. ألاحظ أن استخدام التكنولوجيا يزيد من كفاءة التواصل داخل الفريق.					
22	I constantly follow project updates via email or apps. أتابع تحديثات المشروع باستمرار عبر البريد الإلكتروني أو التطبيقات.					
23	Sensitive information is securely handled using technology. أتعامل مع المعلومات الحساسة بأمان باستخدام التكنولوجيا.					

24	Technological tools facilitate interaction among employees during remote work. تُسهّل وسائل التواصل التفاعل بين الموظفين أثناء العمل عن بُعد.					
25	I can use technological communication tools to document and track workflow effectively. أستطيع استخدام وسائل التواصل التكنولوجية لتوثيق سير العمل وتتبعه بفعالية.					

Level of project management						
Num. الرقم	Questions السؤال	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Neutral محايد	Agree موافق	Strongly Agree موافق بشدة
26	The organization has an effective financial system that governs project expenditures in accordance with budget line items. تمتلك المنظمة نظامًا ماليًا فعالًا يحكم نفقات المشروع وفقًا لبنود الموازنة					
27	The institution measures the extent to which the objectives of the programs it implements are achieved. تقيس المؤسسة مدى تحقيق أهداف البرامج التي تنفذها					
28	Reports are prepared to inform beneficiaries of the results of the programs managed by the institution. يتم صياغة تقارير لإطلاع المستفيدين على نتائج البرامج التي تديرها المؤسسة					
29	Emphasis is placed on setting strategic objectives for sustainability. يتم التركيز على وضع أهداف استراتيجية للاستدامة.					
30	The services provided through the projects implemented by the organization are aligned and					

	consistent with the core project documents and plans. تتوافق وتنسجم الخدمات المقدمة عبر المشاريع التي تنفذها المنظمة مع مستندات وخطط المشروعات الأساسية.					
31	The projects implemented by the institution achieve the purposes and objectives for which they were designed. تحقق المشاريع التي تنفذها المؤسسة الغايات والأهداف التي صممت من أجلها					
32	Project activities and tasks in our institution are implemented according to the planned schedules. يتم تنفيذ أنشطة ومهام المشاريع في مؤسستنا وفق الجداول الزمنية المخططة					
33	Project activities and tasks in our institution are implemented according to the planned budgets. يتم تنفيذ أنشطة ومهام المشاريع في مؤسستنا وفق الموازنات المخططة لها					
34	The projects implemented by our institution have a good reputation among major donor agencies. تمتلك المشاريع التي تنفذها مؤسستنا سمعة طيبة لدى الجهات المانحة الرئيسية					
35	Projects in our institution have a good opportunity for continuity and expansion through obtaining additional funding. تمتلك المشاريع لدى مؤسستنا فرصة جيدة للاستمرار والتوسع من خلال الحصول على تمويل إضافي					
36	Projects in our institution have a clear and tangible impact on beneficiaries. يوجد للمشاريع في مؤسستنا أثر واضح وملمس على المستفيدين					
37	The projects implemented by our institution contribute to building					

	institutional capacities at the national level. تساهم المشاريع التي تنفذها مؤسستنا في بناء القدرات المؤسسية على المستوى الوطني					
38	Arrangements for coordination with relevant partners are taken into account in the implementation and management of programs. يراعى وضع ترتيبات للتنسيق مع الشركاء المختصين لتنفيذ البرامج وإدارتها					
39	The project is followed up even after the end of funding. يتم متابعة المشروع حتى بعد انتهاء التمويل					
40	Beneficiaries of the projects feel satisfied with the outputs and services provided through the projects within the organization. يشعر المستفيدون من المشاريع بالرضا حيال المخرجات والخدمات المقدمة عبر المشاريع في المنظمة					

Appendix (B):

Interview Guide

Semi-Structured Interview Questions

Purpose:

The purpose of these interviews is to explore employees' perceptions and experiences regarding communication practices within humanitarian organizations and to understand how communication influences project management processes.

Section A: General Information

1. What is your current position in the organization?
2. How many years of experience do you have in humanitarian project work?

Section B: Verbal and Non-Verbal Communication

1. How would you describe the clarity of verbal communication between management and project teams in your organization?
2. In your experience, how does verbal communication affect coordination and task completion in projects?
3. Are there any challenges related to verbal or non-verbal communication that impact project implementation? Please explain.

Section C: Written Communication

1. What role does written communication (such as reports, emails, official memos) play in managing project activities?
2. How effective is written communication in documenting decisions and tracking project progress?
3. Do you face any difficulties related to written communication in your organization? If yes, please explain.

Section D: Technological Communication Tools

1. What technological communication tools are commonly used in your organization (e.g., email, virtual meetings, messaging applications)?
2. How do these tools contribute to improving communication and coordination among project teams?
3. What challenges, if any, do you encounter when using technological communication tools?

Section E: Overall Communication and Project Management

1. In your opinion, how does effective communication influence the success of project management in your organization?
2. Can you share an example where effective communication contributed to successful project implementation?
3. Can you share an example where poor communication negatively affected a project?
4. What suggestions do you have to improve communication practices in humanitarian organizations?

Closing Statement

Thank you for your participation. Your responses will be used for academic research purposes only and will be treated with confidentiality.

ملخص

تهدف هذه الدراسة إلى تحليل أثر التواصل الفعّال في تعزيز نجاح إدارة المشاريع في منظمات الخدمة الإنسانية في فلسطين، مع تطبيق ميداني على المنظمات غير الحكومية العاملة في محافظة الخليل. تنطلق الدراسة من أهمية السياق الإنساني الفلسطيني الذي يتسم بالتعقيد السياسي والاقتصادي، الأمر الذي يفرض تحديات كبيرة على إدارة المشاريع ويجعل من التواصل المؤسسي عنصرًا حاسمًا في تحقيق الكفاءة والفاعلية. وتركز الدراسة على أبعاد التواصل اللفظي وغير اللفظي، والاتصال الكتابي، وأدوات الاتصال التكنولوجية، وعلاقتها بمؤشرات نجاح المشروع المتمثلة في الالتزام بالوقت والتكلفة والجودة، إضافة إلى رضا المستفيدين واستدامة المشاريع.

اعتمدت الدراسة المنهج المختلط (الكمي والنوعي) لتحقيق فهم شامل للعلاقة بين المتغيرات، حيث تم توزيع استبانة على عينة مكونة من (146) موظفًا من العاملين في المنظمات الإنسانية في محافظة الخليل، إلى جانب إجراء مقابلات شبه هيكلية لدعم النتائج الكمية وتعميق تفسيرها. وتم تحليل البيانات باستخدام الأساليب الإحصائية المناسبة لقياس قوة العلاقة بين التواصل الفعّال ونجاح إدارة المشاريع، وكذلك الكشف عن الفروق المرتبطة بالمتغيرات الشخصية والتنظيمية.

أظهرت النتائج وجود علاقة إيجابية ذات دلالة إحصائية بين مستوى فاعلية التواصل ونجاح إدارة المشاريع، حيث تبين أن الاستخدام الفعّال لأدوات الاتصال التكنولوجية تسهم في تحسين التنسيق بين الفرق، وتقليل الأخطاء، وتعزيز الالتزام بالجدول الزمنية والموازنات. كما أوصت الدراسة بضرورة تبني سياسات مؤسسية واضحة لتعزيز ثقافة التواصل الداخلي، وتكثيف برامج التدريب على مهارات

الاتصال، وتطوير البنية التكنولوجية الداعمة، بما يسهم في رفع كفاءة الأداء وضمان استدامة المشاريع في البيئة الإنسانية الفلسطينية.

الكلمات المفتاحية: التواصل الفعال، إدارة المشاريع، المنظمات الإنسانية، المنظمات غير الحكومية، فلسطين، محافظة الخليل.