Impact of Project Communication on Project Success with Role of Authentic Leadership and Role of Trust : A study of automobile industry

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# 1. Introduction

A major factor in whether a project succeeds or fails is communication, and it is clear that poor communication contributed to the failure of many initiatives (Iqbal, 2020). Trust is built via effective project communication processes, which influences the project's final outcome. The outcome of the project is improved because to their presence. In addition to communication, one of the key factors determining a project's failure or success is leadership (Baker, 2020). The procedures of a project team are most competitive with in project environment since team members are responsible for managing many tasks or projects at once and meeting deadlines (Mysirlaki et al., 2020).

Prior research has been done on how communication affects project achievement (Yap et al., 2017). Project success depends in large part on effective communication, but that function can take many different forms (Kamalirad, 2018). Diverse aspects of communication impact a project's success, although certain aspects have a good impact while others have a negative impact. According to Tonchia (2018), successful project execution is a result of excellent communication that fosters trust.

Additionally, it was advised that trust alone is insufficient for project success by Silla et al. (2020). Members of a project team need to demonstrate behaviours that encourage cooperation and collaboration if they are to achieve their goals (Abrantes et al., 2018). This project will improve the effectiveness and degree of success of the team. The team decides what constitutes a successful project after getting the team leader's approval. It's been said that the success of every endeavour depends on the team. As a result, the success of the group depends on two key factors: the leader and the members (Bregenzer et al., 2020).

Additionally, true leadership has a moderating function, according to Gigol, (2020) as well as Chen, (2018) who noted that leadership has a substantial impact on a project's performance. Because of this, there is little research on how trust and authentic leadership influence the link among communication and project success (Arasli, 2020).

Different academics have offered a variety of theoretical stances that are applied globally to help the study of project success. The four variables employed in the current model are all addressed either by communication visibility theory, which

provides theoretical validity for it. The focus of communication visibility is on the availability and accessibility of information regarding communication behaviours, linkages, channels, and content (Biganeh, 2021). The team has a better knowledge of who recognize who, what they know, and who is doing what when communication techniques are more evident (Chen, 2020), which improves comprehension and purity of work and finally contributes to project success. According to this idea, communication perceptibility in organisations and projects may foster communication that fosters trust, which promotes project achievement (Engelbrecht, 2019).

Leaders that practise genuine leadership place a strong focus on helping their team members gain new skills, voluntarily share knowledge, and get them ready to come up with original ideas, overcome challenges, and communicate their actual feelings and views. Authentic leadership influences project success and team performance and also affects group productivity. Authentic leaders have the facility to inspire the optimism and confidence of project participants as well as Authentic leadership directly influences staff performance, increasing the likelihood that a project will succeed. Achieving a high degree of trust among individuals and teams via positive and open communication is authentic leadership. Via genuine leadership demonstrated through excellent communication, one may openly share knowledge, improve understanding, and eventually motivate colleagues (Jiang & Men, 2017).

Project communication is crucial to the success of the project, and excellent communication is important for establishing an understanding of the goals and for building teamwork. On the other hand, if communication is ineffective, there may be a danger factor involved (Muszynska, 2015). The management and team must be able to trust one another for the project to succeed. As a result of improved communication and the elimination of ambiguity, success is more likely. Contrarily, a lack of trust affects information flow and creates unfavourable emotions that result in subpar performance rather than success (Rezvani et al., 2016).

## 1.1 Significance of study

According to research, trust is a crucial component for a project's success since it fosters open communication and lowers uncertainty (Brinkhoff, 2015). As a result, it's critical to recognise and comprehend the aspects that might assist a project's

achievement. Although prior research has significantly advanced our knowledge of project success, we firmly feel that some crucial elements are being overlooked, which keeps us from learning more about what transpires in the project setting. We try to offer a better understanding for the underlying advancements in project management studies and practises in order to address this. Given that strong relationships between commitment and trust may be created through authentic leadership at a high level (Xiong, 2016). However, the goal of the current study is to examine how trust and communication inside a project may be increased or ensured, increasing the likelihood of a project's success. Effective communication and trust are studied in relation to the project's success. The connection among project success and project communication, trust, and authentic leadership must thus be understood.

## 2. Literature review

### 2.1 Authentic Leadership

According to research, real leaders are able to comprehend and embrace who they are and how they interact to others. Genuineness and contentment with oneself as a human being are two key characteristics of authentic leaders, according to Avolio and Gardner (2005). The findings of a different study (Purwanto et al., 2021) revealed that this authenticity includes a design of conduct and self-activating by the genuine leader in addition to how authentic leaders view themselves in relationship to followers. Authentic leaders exhibit traits including transparency and openness in communication, stabilized thinking, a collection of moral norms, and self-awareness, according to Qiu et al., (2019) who developed the Authentic Leadership. Genuine leaders are at ease with both their human and leadership identities. According to the research, followers' organisational trust, dedication, and emotions of empowerment are all correlated with effective leadership.

In a research analysing the link between authentic leadership and successful organisational activities, Valsania, (2012) found that organisational behaviours and culture mirror the traits and behaviours of authentic leaders. Avolio et al. (2004) recognised the beneficial effects that authentic leadership has on employee attitudes, behaviours, organisationalperformance, and commitment while developing an authentic leadership paradigm. According to Toor (2008), genuine leaders foster

a feeling of shared trust and connections with people around them. Genuine leaders set the tone for the whole organisation by setting the example. Authentic leadership and positive follower outcomes are correlated across industries and cultures.

An ethical and supportive environment, as well as supportive behaviours on the part of followers, are connected with the behaviours and traits displayed by genuine leaders, according to Walumbwa et al. (2008) in the creation of an authentic leadership calculate. Crawford, (2020) discovered that in businesses with authentic leaders, especially those organisations centred on retail groups, followers and leaders shown greater extent of trust, productivity, and significant psychological capital. According to studies by Hannah et al., closed professional organisations like the military also exhibit the association between authentic leadership and morally upright follower actions. This relationship may be mediated by concepts like moral bravery (2011). According to a South African study of public health professionals, effective leadership is associated with higher staff morale and trust in the institution.

## 2.2 Project Success

Project success, like the ideas of personal and professional achievement, seems to be a matter of opinion. Although project success is a concept that is commonly mentioned in project management publications, study of factors impacting project success found that there is no agreement on what really constitutes project success (Kerzner, 2022). In their analysis of project life span stages and success basis, Pinto also noted that the term "project success" is ambiguous and subjective. Projects contain a lot of complicated aspects, and several various techniques to evaluating project success have been created over time, according to Palcic, (2012) research of project success determinants in Slovenia. Despite the fact that the idea of project success is often discussed in the literature, Ika (2009) claimed it has been difficult to come up with a clear definition. Regardless of how one defines and measures project success or failure, it matters to companies whether a project is successful or unsuccessful. The PMI (2015) highlighted that in order to accomplish organisational goals, an organization's activity may be divided into targeted, short-term projects. Organizations value projects; Toor and Ofori (2008) stated that a company's ability to survive may reflect on the success of its initiatives.

It is not well understood how the leadership style of the project manager affects the

success of the project. In their investigation of project supervisor effectiveness such as the project manager holds a good project handling authorization or not, Müller (2007) hypothesised that the connection among project success as well as project supervisor leadership is represented in the literature. However, past research has not demonstrated a link between a project manager's leadership style and project success. Manager's leadership style and possibilities had an impact on organisational success although the project manager's leadership style and possibilities had little to no involvement on organisational or project achievement in their review of the literature on achievement factors and project success. Ssegawa (2015) proposed that project leadership impacts project achievement exclusively via the effective fulfilment of project jobs in the process of developing a structure for project leadership.

## 2.3 Relationship between Project Communication and Project Success

It has been proven during the past several years that a range of elements have a role in a project's success. These many aspects will be relevant at all stages of the project and will influence its success, but the probability of project success is yet unknown (Joslin & Muller, 2016). There are several ways to assess a project's performance in regard to numerous stakeholders. In order for a project to be victorious, the triple restriction of cost, schedule, and plan is emphasised in project management literature. As it has been formed, a project's achievement depends on a vast array of variables, each of which might have a distinct influence on the project's performance and outcome. All the components are not equally significant due to the variability in effect and impact (Todorovi'c et al., 2015).

The criteria of necessity and expectations shape project success, but satisfaction also plays a key part. The outcome of a project is today determined by a vast array of various aspects that might become the cause or reason for affecting the success of a project, further over to the traditional metrics of time, cost, and schedule. The calibre of the job is a factor that cannot be overlooked in the outcome of a project. The degree of effectiveness, or the degree to which the objectives are attained, as well as the manner in which they will be attained, determines success (Baccarini, 1999).

The project's goals serve as a gauge for its success. When a project accomplishes

its goals, it is deemed successful. Whereas success factors are those elements that have an influence on a project's success either directly or indirectly (Davies, 2002). Successful project completion is the first step toward that achievement. Any project's success depends on a variety of circumstances and elements. For example, many projects fail because improper planning was done at the project's early phases. The risks of defeat at any stage of the project, such as in the execution, planning, or operations, are greater than the possibilities of success. A project is a one-time, singular undertaking. The word "project success" is much wider and affected by a variety of factors.

The internal and external environment of the organisation is one of the aspects that affect success and also affect the performance and outcome of the project. The project management institute states that project success has three constraints: time, expense, and schedule. However, there are numerous other factors that are considered to influence success even as working on a project (Papke-Shields, 2010).

## 2.4 Related Methods

Different academics have offered a variety of theoretical stances that are applied globally to help the research of project success. The four variables utilised in the current model are mostly encose either by communication visibility theory, which provides theoretical validity for the model. The focus of communication visibility is on the availability and accessibility of information regarding communication practises, linkages, platforms, and content (Berkelaar & Harrison, 2017) which improves comprehension and clarity of work as well as ultimately contributes to project success. According to this notion, communication visibility in organisations and projects can foster communication that results in the success of the project. The purpose of this research is to ascertain how crucial communication is to fostering trust and ensuring project success.

## 2.5 Block Diagram

This study's goal is to investigate the association between effective project communication as well as project success while taking into account the moderating effects of authentic leadership and the mediating function of trust. In this study project paradigm, communication is an independent variable, dependent variable is project success, trust is the mediator, and genuine leadership will be the moderator.
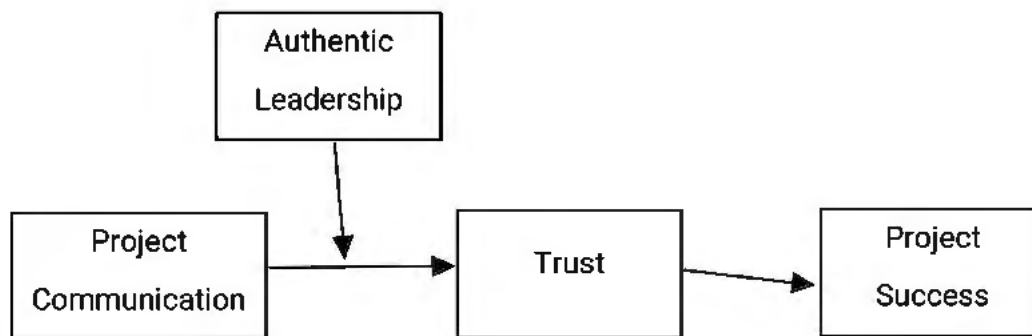
## 2.6 Gap Analysis/Research

There have been numerous studies on the influence of communication on project success (Yap et al., 2017). Project success depends in large part on effective communication, but that function can take many different forms (Aubert, 2013). Different components of communication have an effect on the success of a project, yet certain factors have a favourable influence and some have a negative one (Antony, 2018). Effective communication, according to Wong, (2008), fosters the growth of trust. The key to fostering synergy, which results in project success, is trust. Ning (2017) added that relying just on trust will not guarantee project success.

Authentic leadership was noted by Leroy et al. (2015) as playing a moderating function, while Chen (2018) added that leadership has a substantial impact on project success. The amount of study on the moderating effects of trust and genuine leadership on the link among communication as well as project success is minimal. Additionally, Antony (2018) recommended conducting additional study on trust and communication in various industrial settings. Therefore, the present study will be done to determine the mediating effect of trust on the link among project success and communication, as well as the moderating influence of authentic leadership on that connection in Automobile industry.

## 2.7 Questions/Research objectives

By bearing in mind the aforementioned issue description, the current study seeks to address the following questions:

1. Do 'Project communication' influence 'Project Success'?

2. Does trust act as a mediator in the link between "project communication" and "Project Success," according to research question ?

3. Project communication and trust are related, but does authentic leadership temper this relationship?

**Objective of the Study**

- To determine how communication affects project success, with trust serving as a mediator and authentic leadership as a moderator.

- To identify the effect of project communication on project success as well as the mediating role of trust in the connection between project success and project communication.

- To identify the function of authentic leadership as a moderator in the interaction between project communication and trust.'

## 2.8 Hypothesis:

1. To the significant connection among Project Communication and project success.

2. Trust mediates the connection between project success and project communication.

3. The relationship between project communication and project trust is moderated by authentic leadership, strengthening the connection between the two.

## 3. Proposed Methodology

The goal of the present study is to determine how project communication affects project success, with trust and genuine leadership playing mediating roles. The quantitative study will be used for this research. The chosen sample serves as a representation of Pakistan's complete population and will aid in the generalisation of the findings. Managers, project managers, and site supervisors who work in various branches of the automobile industry will be the population for this study. The

automobile enterprises that are active in Karachi, Pakistan's will be the study's population. In addition will be visiting several automobile-related offices in Karachi and completing online surveys, we will be  explained the reason for data collection and guaranteed that the information would be keep private and used exclusively for research. The convenience sampling method will be used to acquire data and data will be collected through questionnaires (Etikan et al., 2016). The study population will be 245. We will analyse frequency distribution, reliability, descriptive statistics, confirmatory factor analysis (CFA), correlation, and a linear regression test using the statistical tool SPSS 26.

## 3.1 Timelines

| TASK | Weeks | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1st | 2nd | 3rd | 4th | 5th | 6th | 7th | 8th | 9th | 10th | 11th | 12th | 13th | 14th | 15th |
| Read literature | █ | █ | █ | | | | | | | | | | | | |
| Finalize objectives | | █ | █ | | | | | | | | | | | | |
| Methodology | | █ | █ | █ | █ | | | | | | | | | | |
| Data collection | | | | | █ | █ | | | | | | | | | |
| Results Analysis | | | | | | | █ | █ | █ | █ | | | | | |
| Discussion | | | | | | | | | | █ | █ | █ | | | |

| Task | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Finding of study | | | | | | | | | | ░ | ░ | ░ | | |
| Final Draft | | | | | | | ░ | ░ | ░ | ░ | ░ | | | |
| Print, bind and submit | | | | | | | | | | | ░ | ░ | ░ | |

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