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Assessing the Influence of Authoritative Leadership on Project Success through the Mediating Role of Goal Clarity in the Construction Industry

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Abstract

A project management study emphasizes the significance of leadership styles in the accomplishment of projects. The fundamental processes of project leadership, particularly those related to authoritative leadership (AL) and project success (PS) linkages, have not, however, received research or analysis. To address this issue, we proposed that goal clarity (GC) plays a mediating role in explaining the relationship between authoritative leadership and project success. The data were gathered via a questionnaire. A total of 326 responses were considered for the research, which was 65.2 percent of the 500 data responses collected from employees of different construction industries in Pakistan. A probability sampling technique was used to gather the data. Analysis of variance-based structural equation modeling shows that GC partially mediates the association between authoritative leadership style and project success. Furthermore, GC and authoritative AL styles were positively associated with project success, whereas GC was positively associated with AL. This research contributes significantly to the area of the construction industry by revealing that AL influences PS while aim goal clarity mediates this connection. This is one of the first studies to look at the link between AL, PS, and goal clarity. Future research directions, discussions, and implications are also presented.

Keywords: authoritative Leadership, project success, Goal clarity

Introduction

The construction area plays an important role in driving economic development and infrastructure growth in many countries (Cruz et al., 2020). However, the industry is known for its complexity, dynamic nature, and numerous challenges that can hinder project success, such as schedule delays, cost overruns, and quality issues (Fashina et al., 2021).

According to (Capaldo et al., 2021; Zhao et al., 2021) one of the most important factors in overcoming these problems and ensuring the success of a project is strong and effective leadership. According to (Iqbal et al., 2022), leadership styles utilized in the construction sector play a

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significant role in the completion of successful projects. According to (Aga et al., 2016; Ding et al., 2017), more research is required to explore the underlying mechanisms by which various leadership styles influence project success.

Several well-known studies have examined various types of project leadership styles (such as transformational, transactional, participative, and servant leadership), all of which have been shown to have a positive impact on project success and, as a result, increase the chances of a PS (Aga, Noorderhaven, & Vallejo, 2016; Zaman, 2020).

Authoritative leadership (AL) has gained attention because of its ability to provide clear direction and drive performance (Deshwal and Ali, 2020). While creating a learning environment that requires excellence, AL is good at fostering relationships (Marsh et al., 2014). (Marters et al., 2018) In research gaps, the association between project success and leadership style has to be explored. This investigation gap raises a research issue that has a major impact on project success through leadership style.

Authoritative leadership has been revealed to have a valuable effect on employee attitudes, project revenues, the workplace, and the overall success of some researchers (Huang et al., 2015; Tian & Sanchez, 2017; Kanwal et al., 2019; Wang & Guan, 2018), while others have found the opposite to be true. These contrasting pieces of evidence highlight the lack of consensus regarding the association between AL and team performance or the achievement of a goal (Bodla et al., 2019; Chiang et al., 2020). Few researchers have investigated authoritative leadership in the construction sector (Shenhar and Holzmann, 2017; Xie et al., 2021).

Goal clarity serves as a mediating role in the connection between authoritative leadership and PS. When authoritative leaders communicate project goals effectively, team members gain a clear understanding of their roles, tasks, and project expectations (Yang et al., 2020). The presence of a mediating mechanism has a significant influence on a leading project's success (Zhao et al., 2021). Contribution to the Path Goal Theory:

By studying the mediating role of GC in the relationship between the adoption of an authoritative leadership style and the achievement of PS, the current study adds to the existing body of information on the Path-Goal Theory. The study by House (1971) adds to the body of theoretical knowledge about the relationship between AL, goal clarity, and PS in the construction industry.

This illustrates how authoritative leadership affects project success through the use of goal clarity. According to this study, GC could act as a possible mediating factor in the relationship between leadership style and PS. It is impossible to overestimate the importance of goal clarity in project management since a project's capacity to satisfy stakeholders may suffer in the absence of defined objectives. (Tysen et al., 2014).

To accomplish this goal, we used a survey sample of 326 people from Pakistan's construction industry. This study examines the associations between the AL, goal clarity, and PS. Furthermore,

we validated our hypotheses by using variance-based structural equation modeling.

Literature review

Theoretical framework

The theoretical foundations of the study's three components are presented in this section: project success, authoritative leadership, and goal clarity.

Project success (PS)

Project management has traditionally been connected with the engineering and construction sectors. Project success criteria in these domains are usually objective, well-known, and quantifiable (Aga et al., 2016). The conventional triangle criteria of time, money, and adherence to the client's requirements—commonly referred to as "quality"—are typically employed to assess them. According to Diallo and Thuillier (2005), project management is becoming increasingly widespread in a range of industries, including the service sector, capacity building, and social work programs. PS encompasses the attainment of project objectives and goals while adhering to predetermined limitations in terms of time, budget, scope, and quality, as outlined by Pretorius et al. (2022). Multiple researchers have claimed that a single consensus on the measures used to evaluate PS in the construction industry has yet to be established (Akbari et al., 2020; Luo et al., 2020).

Prior scholarly analyses have found a lack of agreement on the concept of PS and the best effective method for achieving it (Townsend and Gershon, 2020). The study of project success has received a lot of attention recently, demonstrating that there is a growing awareness of the need to improve project delivery. Nonetheless, the subject of the most effective strategies for attaining project success remains unanswered, as indicated by reoccurring failures reported across many types of projects (McDermot et al., 2020).

The conventional metric for evaluating project performance has traditionally been the iron triangle, which includes time, scope, and cost (PMI, 2013). But it has been observed that the measurement criteria for project success have been broadened to include the levels of satisfaction of important project stakeholders such as the project team member, end users, and consumers (Podgorska&Pichlak, 2019).

The primary concept of project success criteria, according to Ika (2015), was the "iron triangle" of money, time, and quality from the 1960s through the 1980s. Since then, several additional criteria have been added, including benefits to the organization, end-user satisfaction, benefits to stakeholders, benefits to project employees, benefits to the company's strategic goals, and PS.

Even though there was no agreement in the previous study on what constitutes a successful project, the work by Ika et al. (2012) is thorough and applicable to development projects. Relevance, efficiency, effectiveness, impact, and sustainability are some of the criteria established by these researchers. The term "relevance" refers to how well the initiative meets the needs of its intended

audience, beneficiary, and benefactor. An efficient project makes little use of resources.

Authoritative leadership (AL)

Researchers have examined one of the most crucial success factors in this context: leadership style (Aga et al., 2016; Raziq et al., 2018). Despite the fact that leadership has been academically studied for decades, there are few practical studies in project management situations (Söderlund, 2011; Tyssen et al., 2013). Various leadership styles have been identified in project management literature for various industries. Many academics have researched the construction industry, which is a vast field, and it is considered a leader in safety (Stiles et al., 2018).

Authoritative leadership is the best and most effective leadership style (Febiyanti and Rachmawati, 2021). Based on the outcomes of the research, it is advisable for projects with excellent leadership characteristics to enhance their organizational participation and performance. (Dharejo et al., 2021). The AL style emphasizes the leader's power and ability to set expectations and enforce standards (Uslu, 2019).

Several studies, such as (Namutebi, 2015 ; Mwakasangula et al., 2016) further coordinate research findings, highlight related styles with a high degree of authoritative leadership, and have observed trends that reduce commitment and thus raise poor innovation to greatly affect the performance of employees.

Leadership has been widely studied, but there is still a deficiency of research on project management (Tyssen et al., 2013). Leadership theory is an extensively documented theory that embraces leadership styles (Sohmen, 2013).

Goal clarity

Clarifying a project's goals, aims, and organization is one of the first steps in project management (Raziq et al., 2018; Aga et al., 2016). In the context of project management, goal clarity denotes to the degree to which project objectives, targets, and deliverables are clear, well-defined, and unambiguous (Solheim-Kile and Wald 2019). When a goal is defined, workers are strongly driven to accomplish it and the project succeeds. This is greater under such circumstances (Raziq et al., 2018). There are many beneficial results, including performance, that are linked to the lack of target uncertainty and the existence of objective clarity (Rainey & Jung, 2015). Goal Clarity of purpose is critical for projects and their managing, since without it, the project will not be finished according to stakeholders' expectations (Tyssen et al., 2014).

Hypotheses and Conceptual Research Model

This section describes the hypotheses and conceptual structure of the study. In addition, it emphasizes the relationship among the variables in the research. The study claims that goal clarity mediates the connection between AL and PS. Figure 1 depicts the conceptual framework of this study.

Authoritative leadership style and project success

The leadership behavior in modern sectors, particularly in the construction industry, is serious in determining PS (Yusoff et al., 2021). According to the literature, appropriate project management behaviors play a critical role in achieving better PS (Zwikael and Unger-Aviram, 2010). Previous studies have addressed requests for sophisticated and empirical leadership and PS contexts (Bhatti et al., 2021; Khan, 2020; Latif et al., 2020; Raziq et al., 2018).

Authoritative leadership, the one who is on the lookout for every activity of the organization, is the most powerful figure and only has the ability to make decisions (Gordon, 2013). Such leaders can inspire team members to achieve project goals (Zhang et al., 2018).

Authoritative behavior is performed more frequently than all other styles (Giritli and Oraz, 2004). AL has an affirmative and important influence on employee performance (Ullah et al. 2022). Authoritative leadership significantly predicts project success by ensuring clear direction and coordination among team participants (Peng et al., 2022; Graham et al., 2020); therefore, it is reasonable to propose the following hypothesis established on the above evidence.

Hypothesis 1

authoritative leadership style is positively associated with project success

Authoritative leadership style and Goal clarity

Studies indicate a positive connection between authoritative leadership styles and goal clarity. Goal-setting theory supports the following:

Theoretically, setting precise, challenging goals might boost drive and productivity. Authoritative leaders, with their clear direction and strong communication skills, can effectively set and communicate goals, leading to increased goal clarity among team members (Locke & Latham, 1990).

Authoritative leaders effectively communicate project goals, establish clear objectives, and provide guidance to team members (Rickley and Stackhouse, 2022). All of the project's major participants, and most crucially, the project team members, should be aware of the task's objectives and the needs of the customer and organization. The project leader's primary duty is to ensure that all team members understand their specific duties within the team and the project's larger objectives (Kerzner, 2017).

With regard to leadership behavior, project teams are educated on the project's objective and the customer and management needs in order to communicate the team members' expectations (Moss, 2017).

Hypothesis 2

authoritative leadership style is positively linked with goal clarity.

Goal clarity and project success

Goal clarity has consistently been linked to project success. When project goals are well defined, understood, and aligned among team members, they facilitate effective decision-making, coordination, and teamwork (Greve, 2022). This relationship is supported by the Social Cognitive Theory, which places of interest the significance of perceptive processes and observational knowledge in goal attainment. Goal clarity provides a clear understanding of expectations and guides individuals' behaviors, resulting in improved performance and, ultimately, project success (Bandura, 1991).

When individuals and groups have a clear understanding of the objectives, their performance levels are high (Anderson and Stritch, 2016). It is easier for followers to self-regulate their efforts toward their duties when instructions are clear (Latham et al., 2017), which makes it easier for them to reach their aims and objectives.

Therefore, the project is more likely to succeed if the project manager and team members have a strong grasp of the project's objectives and the client and management expectations (Aga et al., 2016).

According to previous research, goal clarity positively influences project success, resulting in timely completion, quality deliverables, and stakeholder satisfaction (Sajid et al., 2022; Khan et al., 2021). So, we conclude the following.

Hypothesis 3

Goal clarity is positively related to project success.

The Mediating Role of Goal Clarity

The connection between authoritative leadership styles and PS has been found to be mediated by goal clarity. GC refers to the extent to which project goals are clear and well defined (Project Management Institute, 2017).

A competent project leader effectively communicates to eliminate uncertainties regarding the aims, requirements, and specifications of the project. This ensures that task execution is simplified for the team members (Grant, 2012). Customers' and stakeholders' specifications, expectations, and satisfaction will be met once the project is finished.

Customer happiness determines a project's success. The project is regarded as successful when the client is satisfied with the output (Kerzner, 2015; PMI, 2013).

Previous studies have found that the GC's mediating function differs depending on the type of PS's leadership behavior (Yang et al., 2020; Raziq et al., 2018). Significant project leadership is required for project success. This is because good leadership promotes a shared knowledge of project objectives among team members. As a result, we propose the following hypothesis:

Hypothesis 4

Goal clarity mediates the association between authoritative leadership style and project success.

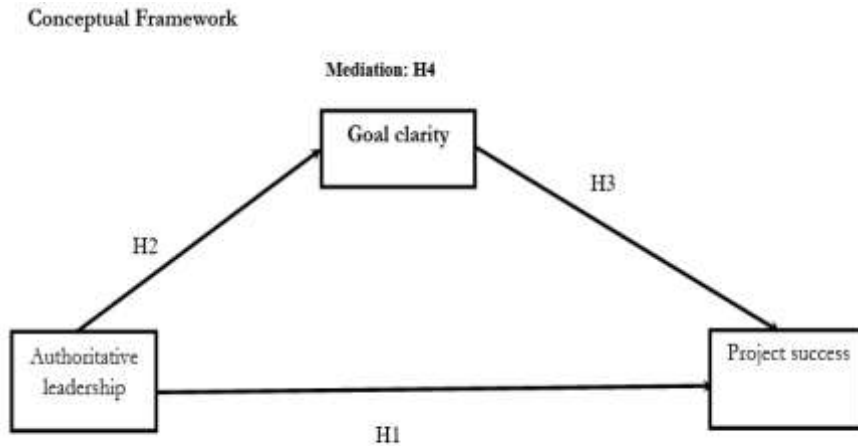


Figure 1: Conceptual Model

Methodology

Research setting and Population

For this study, the research area was the construction industry, which engages in development and construction projects on a daily basis. The target population for this research is team members working in construction firms registered under the PEC (Pakistan Engineering Council) directory. PEC is “a statutory body constituted by the government of Pakistan under the PEC Act 1976 (V of 1976) amended up to December 1, 2016”.

Sample and data collection procedure

The sampling unit was a team member of the construction industry. Because of the inaccessibility of the list of teams working in construction firms, the sampling method is a convenient sampling technique, as it better suits the research design of this study to ensure the healthy participation of respondents. For data collection, the respondents were approached via email to fill out online Google survey forms or through personal visits to companies to maximize the response rate.

The data were gathered during the timeframe from December 2021 to february 2022, and responses to the information were provided by a team member. A total of 500 questionnaires were distributed, with 354 individuals completing and returning the responses.

After removing replies with considerable missing records, we examined 326 finalized responses, yielding a usable response percentage of 65.2%. This response rate is regarded as favorable when compared to other self-administered surveys (Baruch, 1999). Table 1 summarizes the demographic features of the sample.

Table 1 Employee Demographic Data

Demographic Variable	Type	Frequency	Percentage
Gender	Male	292	89.57
	Female	34	10.43
	Total	326	100.0
Age	18-25	165	50.61
	26-33	134	41.11
	34-41	14	4.29
	42-49	7	2.15
	50 and above	6	1.84
	Total	326	100
	Matric	3	0.92
Qualification	Intermediate	5	1.53
	Bachelor	172	52.76
	MS/MPhil	102	31.29
	PhD	44	13.50
	Total	326	100.0
Experience	5 and less	167	82.7
	6-13	31	15.3
	14-21	4	2
	Total	326	100.0

Measures and Instruments

The scales used in this study (a total of 20 items) are described below, along with the sources for each measure. A 5-point Likert scale was utilized, with responses ranging from "strongly disagree" to "strongly agree."

Project success

Project success was measured via a construct based on the perceptions of the project employees. This is consistent with prior research conducted on this prospect (Engel Brecht et al., 2017). It consists of six items.

Authoritative leadership

This study adopted a measure comprising nine items. This instrument was developed by (Cheng, et al., 2004).

Goal clarity

For the dimensions of goal clarity, a measure established by Martin (Hoegl and K. Praveen Parboteeah, 2003) was adapted, consisting of a 5-item instrument.

Data Analysis

The data in this study were analyzed using various methods. Using the Smart-PLS tool, the variance-based structural equation modeling (SEM) method was applied. The measurement

invariance was demonstrated after the validation of the measurement model. The hypotheses were then evaluated using SEM.

Results

The findings are presented in the sequential direction in which the analyses were performed. First, we provide a descriptive analysis of the demographic data. Second, we present an analysis of the scale's reliability and validity. Third, we report the results of structural equation modeling (SEM) for the primary influences of authoritative leadership and GC. Finally, we present a report on the mediation analysis.

Descriptive analysis

In this section, a detailed study of the different constructs is given. A measure of the central tendency and the standard deviation are all given.

Reliability and validity

Using Composite Reliability (CR) and Cronbach's Alpha, we evaluated the reliability of the variables. We first looked at the complete dataset and eliminated anything with factor loadings below 0.600. The factor loadings and reliability and validity findings for the remaining items are available. All α and CR values were higher than the suggested cutoff point of 0.700. The Average Variance Extracted (AVE) values of 0.500 and 0.600 were either above or extremely close to these levels. This result lends credence to convergent validity.

Table 2 Measurement Model

Item	Mean	SD	FL	CA	CR	AVE
Authoritative leadership				0.807	0.812	0.521
AL-1	3.909	0.832	0.691			
AL-2	3.741	0.941	0.811			
AL-3	3.489	1.041	0.812			
AL-4	3.602	0.906	0.601			
AL-5	3.821	1.153	0.791			
AL-6	4.121	1.032	0.749			
AL-7	3.912	0.843	0.751			
AL-8	3.272	1.254	0.780			
AL-9	3.897	1.176	0.801			
Goal Clarity				0.798	0.812	0.518
GC1	4.180	0.785	0.730			
GC2	3.651	0.982	0.764			
GC3	3.785	0.839	0.699			
GC4	4.121	0.986	0.707			
GC5	4.011	0.972	0.664			
Project Success				0.894	0.905	0.562
PS1	4.049	1.021	0.705			
PS2	3.985	3.986	0.741			

Table Continues:

PS3	3.820	1.014	0.730
PS4	4.102	0.965	0.745
PS5	4.072	0.984	0.731
PS6	3.942	0.861	0.748

Note: *SD = standard deviation; **FL = factor loadings; ***CA = Cronbach's alpha; ****CR = composite reliability; *****AVE = average variance extracted

Discriminate Validity

Discriminant validity was assessed using two criteria: the Heterotrait-Monotrait Method (HTMT) and the Fornell-Larcker criterion.

Table 3 presents the results from both tests.

Table 3 Discriminate Validity

Variable	Authoritative Leadership	Goal Clarity	Project Success
Fornell-Larcker criteria			
Authoritative Leadership	0.741		
Goal Clarity	0.604	0.709	
Project Success	0.590	0.710	0.752
Discriminant validity – (HTMT)			
Authoritative Leadership			
Goal Clarity	0.842		
Project Success	0.726	0.873	

Hypothesis testing**Hypothesis 1**

Suggests a positive association between authoritative leadership (AL) and project success (PS). The beta (β) was 0.121, and the p-value was 0.025. This suggests that there is statistical evidence to support this hypothesis, although the relationship is weaker than that of goal clarity.

Hypothesis 2

suggests that AL has a positive influence on goal clarity. The beta coefficient (β) was 0.594, and the P-value was 0.000. This provides strong statistical evidence to support the hypothesis that authoritative leadership positively impacts goal clarity.

Hypothesis 3

Goal clarity has a positive relationship with PS. The beta coefficient (β) was 0.438, and the p-value was 0.000. This provides strong statistical evidence to support the hypothesis that goal clarity positively influences project success.

Goal Clarity: $R^2 = 0.353$, which means that the model can clarify 35.3% of the variant in goal

clarity. Project Success: $R^2 = 0.538$, indicating that the model can explain 53.8% of the variance in project success. The Q^2 values show that the model's predictions for both goal clarity ($Q^2 = 0.340$) and project success ($Q^2 = 0.269$) were consistent with the data.

Table 4 Hypothesis Testing

	B	STDV	T Statistics	P Values
Authoritative Leadership -> Goal Clarity	0.54	0.044	13.407	0.000
Authoritative Leadership -> Project Success	0.11	0.062	1.955	0.025
Goal Clarity -> Project Success	0.48	0.066	6.662	0.000
	R²	Q²		
Goal Clarity	0.33	0.340		
Project Success	0.58	0.269		

Mediation Analysis

Hypothesis 4

asserts that goal clarity mediates the relationship between authoritative leadership style (AL) and project success (PS). The indirect influence of the AL (independent variable) on PS (dependent variable) was investigated using mediation analysis using the mediator variable GC. The total influence of AL on PS was significant ($t = 13.407$; $p < 0.001$). The direct influence of AL on PS was also important ($t = 1.955$, $p = 0.025$), indicating a partial mediation impact. The indirect influence of AL on PS via GC was significant ($t = 9.280$, $p < 0.001$), demonstrating that GC mediates the connection between AL and PS to some extent. Furthermore, the direct effect of GC on PS was substantial ($t = 6.662$, $p < 0.001$). As a result, the findings suggest that GC may play a role in mediating the relationship between AL and PS. These findings have crucial implications for understanding how AL impacts PS.

Table 5 Mediation Analysis

Total Effect			Direct Effect		Indirect Effect		
	t value	p-value	t value	p-value		t value	p-value
AL -> GC	13.407	0.000	13.407	0.000	AL -> GC-> PS	9.280	0.000
AL -> PS	9.826	0.000	1.955	0.025			
GC -> PS	6.662	0.000	6.662	0.000			

Note: AL = authoritative leadership; PS = project success; GC = goal clarity.

Discussion

The purpose of this study was to investigate the impact of authoritative leadership (AL) on project success (PS) in Pakistan's construction industry, with goal clarity serving as a mediator.

First, the findings revealed a significant positive association between AL styles and PS. This is consistent with previous studies highlighting the value of clear directives and advice offered by authoritative leaders. The capacity of authoritative leaders to respect input and feedback from team

members while remaining determined is likely to establish an environment favorable to project success. When construction managers show authoritative leadership qualities, they may successfully lead teams, drive decision-making processes, and improve project success.

Second, this study makes a significant connection between goal clarity and PS. This finding corroborates the existing literature, which emphasizes the significance of well-defined and communicated project objectives. When team members have a clear understanding of a project's goals, they can align their efforts, make informed decisions, and work cohesively towards achieving those objectives. Goal clarity acts as a guiding force that keeps the team focused and motivated, thus contributing to overall project success.

Furthermore, mediation analysis demonstrated that GC mediates the connection between (AL) and (PS). This suggests that the influence of AL on PS is at least partially channeled through the enhancement of goal clarity. Authoritative leaders' ability to provide clear directions and encourage alternative viewpoints might lead to a better understanding of project goals among team members, which in turn positively impacts PS.

Limitations and Future Research Directions

Our research has various limitations that should be considered when combining the results. First, this study was based on management, so there was a difficulty in data collection because at the managerial level, people are more reluctant to respond.

Second, they did not have much time to complete the surveys. Time waste and transportation expenses were also important factors in data collection. Therefore, the response rate was very low.

Third, the results were derived from subjective rather than objective data pertaining to project success. We used scale items to measure project success, following the approach of previous research (Pinto et al., 2009; Suprpto et al., 2015).

This allowed us to gather comprehensive information about the constructs. Considering the prospective limitations of subjective measures, it is advisable for future studies to consider incorporating objective measures of project success.

These objective measures can be obtained from task documents such as budget plans and closing reports.

The fields of authoritative leadership, GC, and PS can prove beneficial and rich for future research. It can be extended by considering more styles of leadership behavior, such as coaching leadership, ethical leadership, and the in-depth relationship of goal clarity, to study its mediation impact in more detail.

The model used in the current research does not take into account mediators other than goal clarity, which may affect the connection between authoritative leadership (AL) and project Success (PS), so more mediators at the same time can be used for future studies.

Implication

The research conclusions have a variety of theoretical and practical implications for project management. To begin, the findings add to the existing body of knowledge by shedding light on the relationship between authoritative leadership and project success, as well as the mediating function of goal clarity in this context. The study adds to the scant research on the processes behind the influence of leadership styles on PS. As noted by previous researchers (Smith, 2020; Podgórska & Pichlak, 2019), understanding the nuanced interactions between leadership and project success is crucial for developing a comprehensive understanding of project management dynamics.

Theoretically, the findings are very important for leadership studies, which (Tyssen et al., 2014) haven't paid enough attention to the part of project managers in PS. The fact that the role of leadership in PS isn't talked approximately as much as it should be is surprising, but it may be because project management literature has traditionally focused on "hard" factors (Leonard & Van Zyl, 2014). This study shows that leadership is important for project success in a number of ways, and it is likely that further investigation will reveal many more ways that leadership is important.

Furthermore, the identification of GC as an intervening between authoritative leadership and PS provides a deeper understanding of how specific leadership behaviors influence project success. The study supports previous literature that has highlighted the significance of GC in project management (Fürstenberg et al., 2021). By establishing goal clarity as a mediating factor, the study emphasizes the importance of not only clear leadership direction but also the comprehension and alignment of project goals among team members.

From a practical standpoint, the insights derived from this research offer valuable guidance for construction managers and project leaders. The positive association between authoritative leadership and goal clarity underscores the importance of leaders who provide clear direction and guidelines while valuing input from team members. Project managers in the construction industry should recognize that fostering an environment of open communication and consideration of alternative viewpoints contributes to enhanced goal clarity, which in turn supports project success. This finding aligns with the notion that effective leadership involves a combination of directive and participative behaviors (Liphadzi, 2015; Yukl, 2012).

Conclusion

In conclusion, this research offers valuable insights into the influence of authoritative leadership (AL) on project success (PS) in Pakistan's construction sector, with goal clarity serving as a mediator. The findings support the hypothesis that AL is associated with PS and that goal clarity acting an important role in facilitating this relationship.

The research highlights the significance of authoritative leadership qualities in construction managers to increase decision-making efficiency and foster an environment of clear direction and

guidance. Moreover, it underscores the necessity of promoting goal clarity as a fundamental aspect of project planning and implementation.

For practitioners in the construction sector, these findings suggest the benefits of adopting authoritative leadership practices while fostering goal clarity among team members. Construction managers should focus on effective communication and the provision of clear guidelines to ensure all stakeholders understand the project objectives and their roles in achieving them.

Despite the significant contributions of this study, there remain potential avenues for future research. For instance, exploring the influence of other leadership styles in conjunction with authoritative leadership could offer a more comprehensive understanding of their combined effects on project success. Additionally, investigating the role of managerial culture in supporting authoritative leadership (AL) and goal clarity (GC) could provide further understanding of the dynamics of project management in the construction sector.

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