



Leadership Communication In Project Management In Indonesia

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ABSTRACT

This study explores the significance of leadership communication in project management within the Indonesian context. Utilizing a qualitative approach through literature review and document analysis, the research identifies key communication strategies that project managers must adopt to enhance team collaboration and project success. Effective leadership communication is crucial for fostering a positive work environment, motivating team members, and addressing challenges that arise during project execution. The findings highlight the importance of adaptive communication styles tailored to the specific needs of project teams. Furthermore, the study emphasizes the role of cultural factors in shaping communication practices among project managers in Indonesia. By understanding these dynamics, organizations can improve project outcomes and overall performance in the construction industry.

Keywords: *Cultural Factor; Leadership Communication; Project Management; Team Collaboration*

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ABSTRAK

Penelitian ini mengeksplorasi pentingnya komunikasi kepemimpinan dalam manajemen proyek dalam konteks Indonesia. Dengan menggunakan pendekatan kualitatif melalui tinjauan literatur dan analisis dokumen, penelitian ini mengidentifikasi strategi komunikasi utama yang harus diadopsi oleh manajer proyek untuk meningkatkan kolaborasi tim dan keberhasilan proyek. Komunikasi kepemimpinan yang efektif sangat penting untuk menumbuhkan lingkungan kerja yang positif, memotivasi anggota tim, dan mengatasi tantangan yang muncul selama pelaksanaan proyek. Temuan ini menyoroti pentingnya gaya komunikasi adaptif yang disesuaikan dengan kebutuhan spesifik tim proyek. Selain itu, penelitian ini juga menekankan peran faktor budaya dalam membentuk praktik komunikasi di antara para manajer proyek di Indonesia. Dengan memahami dinamika ini, organisasi dapat meningkatkan hasil proyek dan kinerja secara keseluruhan dalam industri konstruksi.

Kata Kunci: Faktor Budaya; Komunikasi Kepemimpinan; Manajemen Proyek; Kolaborasi Tim

INTRODUCTION

Leadership communication plays an important role in success. Project management, mostly in the context of culture that is diverse in Indonesia. Effective communication isn't just simply sharing information; but sometimes it's about building a relationship, form trusting one another, and motivating your team to reach the same goals. As stated by Hackman and Johnson (2013), "communication that is effective is very important for leadership because it helps to form the same vision and push collaboration between team members." In the context of project management, this became very crucial because project leadership must face various obstacles, including different cultures, expectations from stakeholders, and dynamic team.

In Indonesia, where the diversity culture is very significant, nuanced communication has a big impact toward project results. In dimension culture of Hofstede Theory, Indonesia has a high score in collectivism, that emphasizes group harmony and consensus (Hofstede, 2011). This culture feature project managers must adopt an appropriate communication strategy with their team, to make sure that everyone's voices can be heard and be appreciated. With this, project leaders can increase team cohesion and push project success.

Study shows that projects with strong leader communication could reach their goals or purposes and bring value to stakeholders (Bourne & Walker, 2006). Because of that, to understand the in and out of communication in project management is important for leaders that are operating in this dynamic environment.

Several previous studies have studied the aspect of leadership communication in the context of projects in Indonesia. Supriyanto and Rahman (2021) in their studies toward 50 project managers in Jakarta found that transformational communication style has a positive correlation with successful projects ($r=0.72$, $p<0.01$). Meanwhile, Hartono et al. (2023) identified that project leaders that applied in effective two-way communication have reached their project success rate 40% higher than those who implemented one-way communication.

Culture aspects also hold an important role in the context of leadership communication in Indonesia. Studies from Widowo and Sari (2021) disclosed that the values of local cultures like deliberation and cooperation influence the effectiveness of communication in project management. These studies pointed out the close

communication that taking local cultural aspects into account results in a higher level of team acceptance.

In Surakarta, Indonesia, effective leadership has been proven even pushing successful collaboration planning processes. Local leaders that understand the social context and cultural city are capable to formulate a communication strategy that pushes an open and informal atmosphere. This allows for the restructure of institutional arrangements and a clear division of tasks among subordinates and communities involved in the process of collaboration (Leadership and collaborative planning: The case of Surakarta, Indonesia, 2023)

Other studies from Gada Membaca Community, West Java, showed that leadership communication has a strategic role in managing reading parks. A strong leadership character can affect the existence and sustainability of the reading park community. A leader that has strong character could bring guidance and support that is needed to manage reading park with success (Leadership Communication for Community Reader: Case Study at Komunitas Gada Membaca, West Java, Indonesia, 2023).

In the context of projects based in Indonesia, competent leaders are also associated with positive project performance. Studies show that leadership profiles from successful project managers difference between the one who are less successful. High competent leaders, mostly in IQ, MQ, and EQ, contribute toward better project performance. Other than that, each industry and project complexity also moderate relation between competent leadership and project performance (Leadership profiles of successful project managers in Indonesia, 2023).

Building communication also plays an important role in new energy projects in Indonesia. These studies show that though communication development is oriented towards infrastructure completion, active participation from youth groups that are often neglected. The problem with trust and power range between the youth and parents decreasing the active youth role in certain projects. Because of that, building a communication must be planned carefully and local values must integrate into the process (Development communication for youth empowerment in Indonesia's renewable energy projects, 2023).

Overall, leadership communication that is active in project context in Indonesia must understand closely in the context of social and culture, as well as the ability to build

trust and consensus among stakeholders. Leaders that have good communication are able to push an effective active participation and collaboration, which will ultimately increase the success of the project (Rosalina & Bassar, 2021).

Systematic literature review conducted by Putra et al. (2023) on 45 research articles on leadership communication in project management in Indonesia (2018-2023) identified several research gaps that need further exploration. First there are still limited studies examining the interaction between leadership communication styles and the characteristics of technology projects. Second, there is no comprehensive leadership communication model that considers the local cultural context and the demands of the global technology industry.

Based on the phenomena and literacy studies from above, this research proposes to analyze the role of leadership communication in Indonesia successful project management. This study isn't just to fill up the existing research gaps but to bring practice contributions for the challenge in the effective model of leadership communication in the context of project management in Indonesia.

METHODOLOGY

This research used close qualitative literature to explore leadership communication in Indonesia project management. This literature study was chosen because it allows researchers to collect and analyse information and various sources that are relevant, including journal articles, book, report study, and other documents tied to this topic. According to Webster and Watson (2002), "literature review is a systematic examination of the existing body of knowledge on a specific topic," allowing researchers to build a strong conceptual framework. The process collecting data by searching numerous sources that are relevant through academic databases like Google Scholar, JSTOR, and ProQuest. Keywords that were used in this research are "leadership communication," "project management," "Indonesia," and "communication strategy."

Researchers also utilize references from articles found to find additional sources that may be relevant. This method was proposed by Cooper (1988) which emphasizes the importance of expanding the literature search to include multiple perspectives.

After collecting the data, the researcher conducted a content analysis of the identified sources. Content analysis allowed the researcher to identify key themes,

communication patterns, and strategies adopted by project leaders in Indonesia. According to Krippendorff (2018), content analysis is a useful technique for interpreting the meaning of texts and providing deeper insights into the phenomenon being studied.

In the analysis process, researchers also pay attention to Indonesia's diverse cultural context, including collectivism and hierarchy that influence how we communicate with team projects. As stated by Hofstede (2011), "cultural dimensions influence how individuals communicate and interact within organizations." Because of that, understanding about local culture is very important to analyze in project management.

After identifying the main themes, researchers will compile and analyze results from systemic structure, including an introduction, subject, and a discussion of the implications of the findings. The study also includes critical reflection on the possible limitations in literature research, including the limited access to certain sources and potential bias in the selection literature.

Next, the researcher will compare the recent study with previous study to provide context and validation to the result. This idea was proposed by Creswell (2014), he suggested that comparing the results with existing literature research can provide a deeper insight and increase the credibility of the study.

RESULT AND DISCUSS

The research result showed that leadership communication in project management in Indonesia depended on the diverse cultural context. Literacy research identified the project leadership that often formed close communication based on inclusive and collaborative. Like Zaccaro and Klimsoki (2001) expressed "effective leadership communication fosters a climate of trust and collaboration, essential for team performance." In Indonesia context, project leaders that understood the values of collectivism and the important interpersonal relationship tend to be more successful in motivating their teams.

One of the main themes that emerged from analysts is the important two-way communication from project management. Researcher showed that a leader who is actively listening to feedback from team members can create a more productive working environment. According to Men (2014), "two-way communication is crucial in project

management as it ensures that all team members feel valued and engaged." By implementing two-way communication, leaders can identify problems earlier and respond to team needs more effectively.

Other than that research result showed the uses of communication technology also increase leader effectiveness in communication. In today's digital era, project leaders in Indonesia utilized various communication platforms, like text message applications and online as collaboration tools, to protect the connectivity and transparency of information. According to Aritz and Walker (2014), "the use of technology in leadership communication enhances information sharing and fosters collaboration among team members." Leaders who are adept at leveraging technology can increase team efficiency and productivity.

However, this research also found that there are challenges in leadership communication, mostly associated with different cultures and languages in Indonesia. More than 300 ethnic groups and various languages use every day, this difference could lead to misunderstanding in communication or simply miscommunication. As stated by Gudykunst (2004) "cultural differences can lead to misinterpretations and misunderstandings in communication." Because of that, project leaders must have good intercultural experience to handle these challenges.

After that, the analyst result shows the leader that shows empathy and attention to team members' well-being can increase motivation and engagement. Study from Goleman (2000) emphasizes that "emotional intelligence, particularly empathy, is a critical component of effective leadership." In the project management context in Indonesia, leaders that are capable show empathy tend to be more successful in building strong relationships with their teams, which in turn has a positive impact on project performance.

The results of this study also revealed that clear and transparent communication is very important in maintaining trust between leaders and team members. Research by Bourne and Walker (2006) shows that "clear communication of goals and expectations is essential for project success." A project leader who can clearly communicate the vision and goals can create a sense of ownership among team members, which contributes to the overall success of the project.

However, this research also noted their still shortcoming in this research about leadership communication in Indonesia. While communication is often found as

insignificant. This quote from Tuner and Müller (2005) found that "the role of communication in project management is often overlooked, yet it is a key determinant of success." Because of that, further research is needed to understand more about leadership communication in wider context.

Overall, this research highlighted the importance of leadership communication in project management in Indonesia. With understanding the culture context, forming two-way communication, utilizing technology we have, and showing empathy, project leadership can help increase the team effectiveness and reach a greater result. Hopefully this discovery could bring perspective for practitioner and academic in developing better communication strategy in project management in Indonesia.

CONCLUSION

This research highlights the crucial studies in leadership communication of project management in Indonesia, that depend on the diverse cultural context. The result literature analyst points out that effective project leadership can form a close communication that is inclusive and collaborative, and utilise technology to improve team connectivity. Two-way communication proven the important in building a productive work environment, where team members feel appreciated and involved. Other than that, the challenges we face in communication, like different cultures and languages, the demands for leaders to have great understanding and experience in intercultural. Empathy and attention toward team members' prosperity also proved the increasing motivation and involvement, becoming the important factor in successful projects. This research emphasized that clear and transparent communication helps build trust between leader and team members, which in turn has a positive impact on project outcomes.

Although, there are shortcomings for this article research, mostly associated with the communication aspect in project management. There are many studies that focus more toward technical aspects, while communication is often ignored. Because of that, we must do more research to dig further and understand more about leadership communication in a wider context and to develop best practices that fit appropriately more with the local culture.

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