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Investigating The Impact Of Psychological Safety On Project Success And Mediating Role Of Leadership Pressure

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Abstract
Psychological safety is an essential construct for developing open and collaborative workplaces that have direct implications for the success of a project. Pressure from leadership can be both a facilitator and inhibitor of this relationship. Psychological safety's effect on project success is investigated by this study as a mediating variable, i.e., pressure from leadership. The primary aim is to examine the impact of leadership pressure on team dynamics and the effectiveness of psychological safety in project environments. The study uses a mixed-method approach, where qualitative and quantitative methods of data collection are used together. A stratified random sampling technique was utilized in order to select 200 project managers working in various industries in Delhi NCR. Statistical packages SPSS and AMOS were utilised to execute the analysis based on methods such as mean, standard deviation, and regression. The results are indicative of significant positive correlation among psychological safety and project success while leadership pressure partially mediates in a strong way. Moderate levels of leadership pressure enhance motivation as well as responsibility, but extremely high pressure decreases team morale along with project outcomes. The study provides useful lessons to organizations in the field of balanced leadership approaches that ensure psychological safety at the highest levels but do not create unusually high stress levels. The limitations of the study are geographical limitation and self-reported data, which restrict generalizability. Future research must continue to examine mediators to other ones, other forms of leadership, and also between industry categories in order to further unravel the three-way interaction of psychological safety, leadership, and project performance. These findings add to theoretical as well as practical discussion towards maximizing workplace dynamics to enhance project success.

Keywords: *Psychological safety, leadership pressure, project success, team dynamics, workplace environment, organizational behaviour, project management*

1. Introduction

Psychological safety is the perception that members of the team are able to speak freely, be creative, and take chances without fear of censure or rejection. This safety is essential to create an atmosphere that is collaborative and innovative, which has a direct relation to the success of the project (Jha, 2019). When people are psychologically safe, they tend to give their inputs, raise questions, and suggest innovative solutions. This leads to more effective problem-solving, greater engagement, and ultimately, better outcomes for the project (Yin et al., 2020).

On the other hand, the primary component in controlling such circumstances is the influence of leaders. Effective management uses a leadership style based on psychological concepts to solve the main obstacle to optimal performance. Too much pressure, meanwhile, might compromise psychological safety. Employees are under great stress, maybe from heavy managerial pressure (Ali, et al., 2020). This creates a stressed and anxious environment for no one to have honest communication and share opinions. Still, effective managers who can help to balance the two enable the equilibrium between them, thereby encouraging psychological safety and best performance (Rabiul, et al., 2023).

Particularly since psychological safety helps create an environment where colleagues may decisively share ideas, take chances, and make mistakes free from the fear of criticism. People are more likely to bring fresh ideas, work well, and have open communication when a basis of

psychological safety is built upon (Rabiul, et al., 2023). Unique services, improved solution quality, and finally guaranteed project success depend on these elements. Psychological safety has become more important for the project as it is a defining quality of teams who react quickly and avoid the negative consequences of major occurrences (Jha, 2019).

Regarding this, the relevance of leadership pressure as a mediator is debatable. While pressure from leaders helps to inspire and set high-performance criteria, it can also cause psychological problems such as suppressed open communication and fear of failure. The key difference is in handling under pressure teams instead of creating a safe and encouraging environment. Those who effectively manage pressure may create a safety-enhancing environment, thereby guaranteeing better team performance and profit-securing ability (Jha, 2019). Understanding the effect of leadership pressure on the relationship between psychological safety and project success is fundamental for team dynamics and the improvement of project results that companies have to give top priority (Imam, 2021).

2. Research Background

Psychological Safety on Project Success

Project success depends on psychological safety, which promotes wellbeing among team members, and helps them to take risks and express concerns and creative ideas free from fear of rejection or bad consequences (Maximo, et al., 2019). The team's capacity to creatively and successfully solve problems to reach the planned goals determines most of the fundamental elements of project implementation. Studies show that teams displaying strong psychological safety experienced notable increases in problem-solving capacity, more engagement, and better decision-making—all of which help to explain more project success. Under such conditions, people are free from the fear of failure and criticism, which allows them to create creative ideas, voice their opinions, and quickly handle important issues, therefore improving the probability of the completion of the project (Doan, et al., 2020).

Moreover, psychological safety is a vital component of the team's collective leadership as it fosters better trust, humour, and performance using which the team is guided. Maintaining a project, reaching set goals, and obtaining expected results depend on these elements (Elsaied, 2019). The team implements a clearing plan, therefore changing or restructuring the project as needed, and develops confidence in handling negative outcomes. Without psychological safety, communication may be inefficient, creativity may be reduced, and accountability may be lacking—all of which are very vital for directing a project toward success. Psychological safety is like a stronghold that preserves the team's great performance and promotes a close relationship to project goals and the positive results of their successes at the same time (Ellahi, et al., 2022).

Mediating Role of Leadership Pressure

Recognizing leadership styles and needs depends critically on leader pressure, which then shapes team dynamics and project success. Leadership pressure is the expectations leaders place on their subordinates, which could range from overt high-performance standards to implicit pressures, such as a person establishing high benchmarks by personal example. This pressure may be a driving force, guiding companies toward demanding goals and improving results within the given period (Elsaied, 2019). Leaders who can clearly define team goals and provide necessary tools and support turn leadership pressure into a driver for increased attention and motivation, therefore enabling the achievement of desired project results. Poor or excessive pressure management can lead to stress, burnout, and negative team behaviour including less cooperation or fear of failure, therefore compromising the success of the project (Zaman, et al., 2023).

Under leadership pressure, the company's leader acts as the link between outside forces, organizational goals, team performance, and project final objectives. Studies have shown that rather than hindering employee goals, higher leadership pressure promotes them, therefore helping to build

a culture of responsibility and enable high performance free from sacrificing psychological safety or creativity. On the other hand, if a leader's pressure is seen as too gentle or if they neglect to build rapport with the team, it destroys confidence and limits (Ellahi, et al., 2022). Since it instantly affects safety and morale, which are subsequently linked to the success of the project, the relationship between motivating the team and avoiding unnecessary pressure from management is very vital. Therefore, knowing the mediating function of leadership pressure helps leaders recognize and maintain the ideal balance between team motivation and a suitable working environment (Maximo, et al., 2019).

The study aims to investigate the relationship between leadership pressure and the sense of safety in the case of team members who would function as project catalysts. Apart from proving the effect of psychological safety on the success of the project and the members of the project, the main goal of the project is to show the influence of leadership pressure as either a beneficial or detrimental aspect of this matter. The study primarily investigates the mediating effect of leadership pressure, aiming to determine how leaders utilize available resources and address team challenges by fostering an environment that promotes both psychological safety and project success. The primary objective of the research is to enhance the comprehension of effective project management strategies and to provide guidance to leaders seeking to elevate team and project performance. The paper structure goes from introduction, with its research background, and then review of literature which proposes the previous reviews of authors, then with research model and hypothesis, with research methodology at last.

3. Review of literature

Based on theory from transformational leadership and team learning, Yin et al. (2020) suggest that knowledge sharing among employees is influenced differently by each of the four dimensions of transformational leadership: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. Within a collectivistic culture that is in line with information sharing norms, the research found that psychological safety and team efficacy modulate the interactions between various components of transformational leadership and employee knowledge sharing. Teams are essential in highly efficient firms. Teams outperform individuals (Kancharla & Dadhich, 2021), serving as sources of lasting competitive advantage for organizations. The information acquired by teams via horizontal contact enhances organizational effectiveness. There is an increasing apprehension over the enhancement of team performance inside enterprises. Despite extensive literature on individual motivation spanning decades, study aimed at enhancing the comprehension of team motivation processes remains inadequate (Gunasekera, et al., 2021).

Team building is a management strategy aimed at enhancing the efficiency and effectiveness of a workgroup, comprising four primary processes: goal setting, fostering interpersonal relationships, defining responsibilities, and implementing problem-solving procedures (Anees, et al., 2021). Goal-setting entails delineating and establishing the project's aims and objectives by specifying the activities and assigning a deadline (Metwally, et al., 2019). Role clarity involves outlining the specific responsibilities or obligations of participants and their relationships with several team members (Klein et al., 2009). The interpersonal process entails the establishment of effective communication channels and the resolution of problems among its members (Cao et al., 2020). In problem-solving, the initial step is to identify the most significant team competencies and subsequently enhance the task-related abilities of the team members to address them (Misra and Srivastava, 2018).

The collaboration and social support have a substantial and favourable link with work performance (Bhatti, et al., 2021). Psychological safety is characterized as an environment in which individuals may engage in interpersonal risks, such as articulating their opinions, posing inquiries, or acknowledging their mistakes, without the apprehension of adverse repercussions (Ali, et al., 2021). In project contexts, teams that possess elevated psychological safety are more inclined to participate

in transparent communication, cooperation, and creativity, ultimately benefiting the project (Elsaied, 2019). Through trust and supportive nurturing, the project's team are empowered to address developing difficulties before they escalate, and their adaptability to change enhances project outcomes (Zhou, et al., 2020). Consequently, psychological safety is seen the primary element in executing a successful project, since it fosters team cohesion and productivity (Naji, et al., 2022). On the basis of above studies some variables are found, and the hypothesis has been framed in consonance to the variables.

Hypothesis 1: *Psychological safety has a positive and significant impact on project success.*

Leadership pressure significantly influences the link between psychological safety and project success, analogous to the effect of stable government on economic relations among adjacent nations (Men, et al., 2020). Similar to how leadership in Bangladesh fosters a stable political climate conducive to efficient trade deals and border control (Jha, 2019); the manner in which leaders exert pressure inside project teams may either promote or undermine psychological safety. An organizational environment with a dominant and supportive atmosphere provoked by managers, permits open communication channels, leaning toward feedback, and trust, which can be regarded as a primary component of psychological safety leading to positive project outcomes (Zhu, et al., 2019). It can be stated that an excessive or negative leadership attitude may be caused by low psychological safety which in turn leads to degrading the work atmosphere and the inefficiency of projects. The leadership (Jung & Yoon, 2020) is within a leader's control and well-thought-out (Tang, et al., 2021). Team performance demands not only high-performance achievements but also the collaboration and backing of the team members to attain this. This in turn not only leads to providing a better work environment for the team members but also helps to bring the project closer to the success of the whole team (Rasool et al., 2022). On the basis of above studies some variables are found, and the hypothesis has been framed in consonance to the variables.

Hypothesis 2: *Leadership pressure mediates the relationship between psychological safety and project success.*

4. Research model and hypothesis

Emphasizing on how leadership pressure acts as a mediator, the research model assesses the factors influencing the success of a project based on the variables related to the psychological safety of it. It also addresses how the pressure of leadership may be both positive and negative for the association so as not to impede the project success. This helps to develop a fresh approach to the issue of how psychological safety might influence project outcomes.

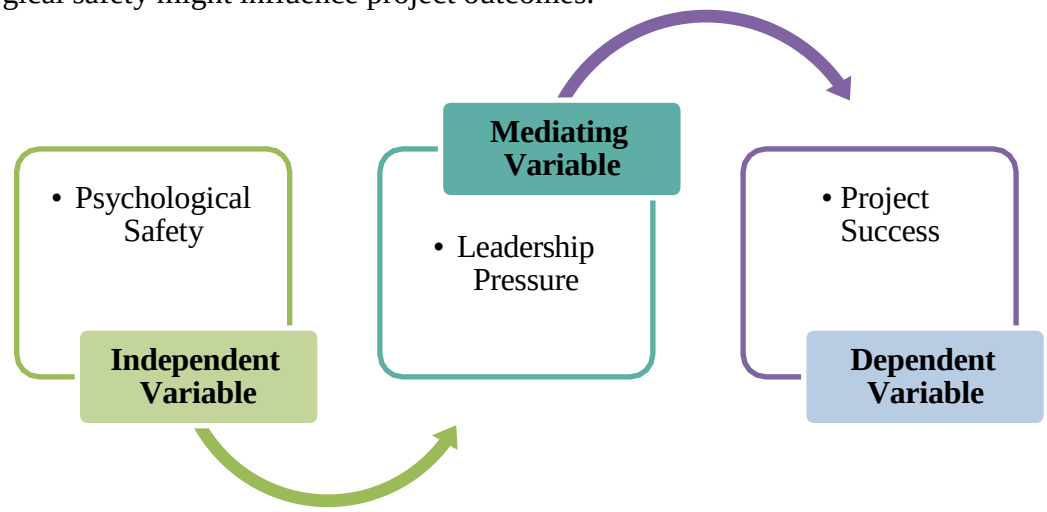

Figure 1: Research Model

5. Research methodology

To investigate the influence of psychological safety on project flourish and the mediating impact of leaders' pressure, the study took a mixed-method approach—that is both qualitative as well as quantitative. This section of Delhi NCR was under consideration where project managers gathered the necessary data for the targeted population. Using a stratified random sampling method, the researchers selected a sample of 200 project managers from diverse enterprises therefore offering a whole picture of several businesses.

The psychological security of project teams using a descriptive and exploratory methodology, focusing upon the key factors affecting employees' psychological safety and the mediating role of leadership in project success. Standardized questionnaires designed to evaluate team members' psychological safety, leadership pressure, and organizational performance was utilized throughout the interviews. The participants' data has been aggregated, and the findings elucidate the employed tools. Specifically, MS Excel, SPSS, and AMOS were employed for this purpose; the methodologies implemented during the process encompassed statistical techniques such as Mean, Standard Deviation, and Regression analysis. The analysis conducted using these approaches determined the role of psychological safety and leadership pressure in project execution and overall success, establishing correlations among the variables and resolving any discrepancies in questioning, thereby elucidating both direct and indirect relationships.

6. Results and Interpretation

Table 1: Demographic Characteristics of the Respondents

Sr. No.	Demographic Characteristics		N	%
1	Gender	Male	107	53.5%
		Female	93	46.5%
2	Age Group	25–34 years	49	24.5%
		35–44 years	66	33.0%
		45–54 years	43	21.5%
		55 years and above	42	21.0%
3	Industry Sector	Construction and Engineering	38	19.0%
		Finance and Banking	28	14.0%
		Healthcare	41	20.5%
		IT and Software Services	25	12.5%
		Manufacturing	37	18.5%
		Retail and E-commerce	31	15.5%
4	Years of Experience	Less than 5 years	49	24.5%
		5–10 years	53	26.5%
		11–15 years	53	26.5%
		More than 15 years	45	22.5%
5	Company Size	Small	71	35.5%
		Medium	69	34.5%
		Large	60	30.0%
6	Average Team Size	Less than 5 members	48	24.0%
		5–10 members	50	25.0%
		11–20 members	45	22.5%
		More than 20 members	57	28.5%

Table 1 shows that there is a balanced representation of the genders among the respondents, with 53.5% being male and 46.5% being female. Of those who took the survey, 33.0% are in the 35-44 age bracket, 24.5% are in the 25-34 age bracket, 21.5% are in the 45-54 age bracket, and 21.0% are

55 and over. The largest percentages of responders come from the healthcare industry (20.5%), followed by the construction and engineering sector (19.0%), and manufacturing (18.5%). An equal number of people have less than 5 years of experience and
22.5 percent have more than 15 years of experience. Among those with 5-10 years of experience, 26.5 percent are in the middle, with another 26.5 percent having 11-15 years. Nearly 40% of respondents work for big businesses, 35% for medium firms, and 35.5% for small organizations. With regard to the number of members in a team, 28.5% of respondents are part of groups with more than 20 people, 25.0% have 5-10 people, 24.0% have fewer than 5, and 22.5% have 11-20 people. This diversified group of people offers a balanced view of the workforce's make-up in relation to various sectors and types of organizations.

Hypothesis 1: Psychological safety has a positive and significant impact on project success.

Table 2: Model Summary Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984[a]	.969	.969	1.37994
a. Predictors: (Constant), Psychological safety				

The model summary in Table 2 shows that psychological safety is highly predictive of the dependent variable. A strong level of correlation between psychological safety as a predictor and the outcome variable is shown by the R-value of 0.984. A model that successfully accounts for 96.9% of the variation in the dependent variable—psychological safety—is evident from the R Squared value of 0.969. The model's stability and its ability to generalize to different samples are both confirmed by the Adjusted R Square value, which is 0.969. Because the estimate's standard error is small (1.37994), we may conclude that the model produces very accurate predictions with little room for mistake. When taken as a whole, these findings point to psychological safety as a strong predictor of the dependent variable.

Table 3: ANOVA Table

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11820.460	1	11820.460	6207.428	.000[b]
	Residual	377.040	198	1.904		
	Total	12197.500	199			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Psychological safety						

The findings of the analysis of variance (Table 3) show that the regression model adequately accounts for the variation in psychological safety-based project success. The predictor variable accounts for the majority of the variance in project success, since the regression sum of squares (11820.460) is much bigger than the residual sum of squares (377.040). A very high F-value of 6207.428 is the result of a statistically significant difference between the mean squares of the

regression (11820.460) and the residuals (1.904). The model is confirmed to be statistically significant with a significance level (Sig. = 0.000) much lower than the conventional criterion of 0.05. This finding further supports psychological safety's significance as a predictor in this research by indicating that it has a robust and substantial influence on project success.

Table 4: Coefficients Table

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.238	.214		1.110	.268
	Psychological safety	.984	.012	.984	78.787	.000
a. Dependent Variable: Project Success						

The link between psychological safety and project success may be better understood by referring to Table 4, the coefficients table. Project success rises by 0.984 units for every one unit increase in psychological safety, according to the unstandardized coefficient (B) for psychological safety, which is 0.984. There is a very favorable correlation between psychological safety and project success, as shown by the standardized coefficient (Beta) of 0.984. This predictor is statistically significant, as shown by the unusually high t-value of 78.787. Because the p-value (Sig. = 0.000) is much lower than the 0.05 criterion, psychological safety is clearly a very important factor in determining the success of a project. The lack of statistical significance of the constant term (B = 0.238, p = 0.268) suggests that psychological safety, and no other elements that have yet been investigated, is the primary factor influencing project success. The importance of psychological safety in improving project performance is underscored by these outcomes.

Hypothesis 2: Leadership pressure mediates the relationship between psychological safety and project success.

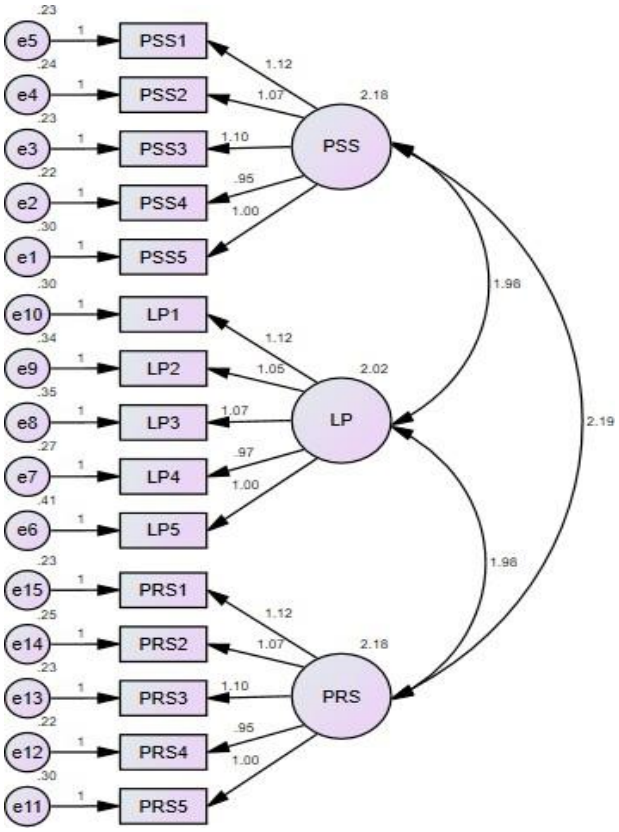

Figure 2: Measurement Model

Table 5: Measurement Model Table

Models: Full Measurement Model									
χ^2	**df**	**χ^2 /df**	**RMSEA**	**TLI**	**CFI**	**NFI**	**GFI**	**AGFI**	**SRMR**
283.072	149	1.900	0.035	0.964	0.952	0.974	0.993	0.936	0.000
"Note: n = 200, *** p < 0.001, Each model is compared with the full measurement model χ^2 = chi-square; df = degrees of freedom; RMSEA = Root Mean Square Error of Approximation; TLI = Tucker–Lewis Index; CFI = Comparative Fit Index; NFI = Bentler-Bonett Normed Fit Index; GFI = Goodness of Fit Index; AGFI = Adjusted Goodness of Fit Index; SRMR = Standardized Root Mean Squared Residual."									

According to the findings shown in Table 5, the measurement model fits the data well using several fit indices. With a χ^2/df ratio of 1.900, which is within the acceptable range (≤3), the chi-square statistic (χ^2 = 283.072, df = 149) indicates that the model is well fitted. The RMSEA value of 0.035 is much lower than the widely recognized criterion of 0.08, providing more evidence of a strong match. Strong incremental fit is also indicated by the fact that all three of these metrics—the Tucker-Lewis Index (TLI) = 0.964, the Comparative Fit Index (CFI) = 0.952, and the Bentler-Bonett Normed Fit Index (NFI) = 0.974—are higher than the suggested threshold of 0.90. A further piece of evidence supporting the model's exceptional absolute fit is the Goodness of Fit Index (0.993) and Adjusted Goodness of Fit Index (0.936). Additionally, the Standardized Root Mean Squared Residual (SRMR = 0.000) indicates that the expected and observed covariance structures are almost identical. After adding all of these signs up, it's clear that the whole measurement model accurately represents the data.

7. Findings and Discussions

This study's results show how important psychological safety is for a project's success. In order to provide a full representation of worker characteristics, the demographic analysis indicates that respondents are evenly distributed across gender, age groups, industries, experience levels, firm sizes, and team sizes. The findings of the hypothesis testing provide solid evidence that psychological safety has a favourable and substantial influence on the success of the project. With 96.9% of the variation explained by the predictor variable, the model summary shows that psychological safety and project success have an unusually strong association (R = 0.984). A very significant F-value of 6207.428 (p = 0.000) confirms that psychological safety greatly impacts project performance, lending more support to this link in the ANOVA data. Project success increases by 0.984 units for every one-unit rise in psychological safety, according to the coefficients table. The standardized beta coefficient is 0.984, and the t-value is 78.787, which is very significant. With a χ^2/df ratio of 1.900, an RMSEA value of 0.035, and good fit indices (TLI = 0.964, CFI = 0.952, NFI = 0.974, GFI = 0.993, AGFI = 0.936, and SRMR =
0.000), the measurement model proves to have a solid model fit, indicating the model's reliability and validity. These findings collectively indicate that organizations that value psychological safety foster a setting in which employees are comfortable sharing ideas, being risky, and working together effectively, resulting in improved project outcomes. In addition, although the constant term in the regression model is not statistically significant, it highlights the pervasive impact of psychological safety relative to other unexamined variables. The results highlight that organizations wishing to enhance project success need to pay attention to developing psychological safety since it is a major stimulator of employee engagement, creativity, and general performance. Potential mediators like leadership pressure may be investigated by future studies in order to deepen understanding of how psychological safety affects project success.

The findings of this study provide strong evidence that psychological safety is a primary motivator for project success. With an extremely high correlation (R = 0.984) and psychological safety explaining 96.9% of the variance in project success, the findings are highly congruent with current theory in workplace interactions and team performance. Matsuo, et al., (2024) originally conceptualized psychological safety as a shared belief that the team is safe for interpersonal risk-taking, a factor crucial to innovation, learning, and performance. The strong positive impact of psychological safety on the success of the project in the study aligns with her results, verifying that employees are more inclined to provide ideas, cooperate efficiently, and generate project performance when they perceive psychological safety.

These results are also consistent with the research of Bjerknes & Ruud, (2024), who found a strong positive relationship between psychological safety and work performance across various industries. Their meta-analysis showed that psychological safety produces open communication, reduces fear of failure, and enhances employee engagement—factors that are upheld by this research. Similarly, Ocampo, et al., (2025) emphasized that psychological safety leads to higher job satisfaction and employee retention, both of which are the causes of organizational success.

Besides, the significant explanatory power of psychological safety on success in this research is in line with empirical evidence in the research of agile project management. A study conducted by Demirkesen, et al., (2021) on Google's Project Aristotle identified that the top- performing teams were teams with high psychological safety as it enabled them to innovate and experiment freely without fear of being judged. The results of this current research support this concept, positing that companies which encourage a trust culture and psychological safety witness hugely improved project outcomes.

Moreover, the strong model fit in this research, as evidenced by the good fit statistics CFI (0.952), TLI (0.964), and RMSEA (0.035), indicates that psychological safety is a construct that is effectively defined and plays an important role in contributing to organizational performance. This aligns with the theory of psychological safety, as presented by Mehmood, et al., (2024), which posited that workers who enjoy their sense of security at work will invest more in psychological

engagement and meaningfully contribute to organizational objectives.
Although this research highly confirms the positive correlation between psychological safety and project success, it also leaves doors open for future research. Han & Zhang, (2024) studies have proposed that leadership behaviors act as mediators of the effect of psychological safety on performance outcomes. This is in line with the second hypothesis of the current study, which postulated leadership pressure as a mediator of the relationship between psychological safety and project success. Subsequent research would need to examine this mediation effect in more detail to offer a better understanding of how leadership style affects the psychological safety benefits.

8. Conclusion

This research highlights the far-reaching influence of psychological safety on project success and the mediating influence of leadership pressure on team dynamics. The evidence suggests that when workers enjoy psychological safety, they are more engaged, collaborative, and creative, resulting in increased project success rates. Leadership pressure, however, has the critical role of either supporting or tearing down psychological safety. While proper and equitable middle leadership pressure can boost performance, excessive pressure generates stress, erodes psychological safety, and derails project momentum. Statistical modelling of the research confirms psychological safety is one of the best predictors of project success and justifies endeavours on the part of organizations toward the development of supportive, trusting work environments. Overall, the research develops a better understanding of how psychological factors and leadership are related to impact project performance, and it is useful in providing practical guidance for scholars and practitioners in the areas of organizational behaviour and project management.

8.1 Implications, Limitations, Future Research Directions

The study theoretically, supports the existing knowledge on psychological safety and project success by demonstrating the important role of leadership pressure as a mediating variable. It highlights the importance of leadership behaviour in managing team stress and developing a psychologically safe environment. In reality, the findings provide practical guidance to organizations and project managers on how to enhance workplace dynamics. Leaders must adopt balanced pressure strategies that enhance performance without causing excessive stress or fear. Companies must have policies that prioritize psychological safety, such as open communication channels, feedback mechanisms, and leadership training programs. By fostering psychological safety and the careful management of leadership stress, organizations can improve the health of employees, improve creativity, and encourage more effective project delivery, leading to increased competitiveness and business sustainability.
Despite its conclusions, the present research has certain drawbacks. Firstly, the study is limited to a particular geography and included project managers who were engaged in Delhi NCR. This limitation may restrain the degree of generalization for other geographies or sectors. Secondly, the research was undertaken on the basis of self-reported data, and it can create social desirability bias as well as response bias. Third, while the study constructs a strong relationship between psychological safety and project success, it fails to investigate in-depth other potential mediators, such as organizational culture, diversity in teams, or emotional intelligence. Additionally, the cross-sectional nature of the study precludes testing long-term trends and causality. Future research can overcome these limitations by using longitudinal designs, expanding geographical coverage, and adding qualitative information in order to offer a more comprehensive description of how psychological safety, leadership pressure, and project success interact.
Future research will have to look at the other mediating and moderating variables that influence the relationship between psychological safety and project success. For instance, exploring the impact of transformational, servant, or ethical leadership styles on psychological safety could advance our understanding of effective management practice. Additional studies across various industries and

cultural contexts are required to cross-validate the results in diverse organizational settings. Longitudinal research could better elucidate how psychological safety evolves over time and its eventual contribution to project success. Additionally, the use of qualitative methods such as interviews and case studies could offer a fuller understanding of team operations and leadership behaviour. Lastly, studies can examine the effects of digital transformation initiatives and remote work on psychological safety and leadership conduct with more virtual project environments becoming the norm.

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