IMPACT OF COMMUNICATION ON LEADERSHIP EFFECTIVENESS IN AN ORGANIZATION

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ABSTRACT

Effective and successful leadership is dependent on various determinants such as position, power, followers, execution, vision and communication including interpersonal communication, oratory skills and body language. Effective leader have well defined vision and mission for the organization they can easily convince their followers to achieve the organizational goal which in turns help in Business development. The study attempts to study the extent of impact of determinants of effective leadership with special reference to communication.

Theoretical Background

Ocheni, Stephen; Atakpa, Moses (2012) stated that good communication skills, teamwork, exchanging best practice, and achieving the best balance between what should be decided at the centre and what is best left to regional and local decision makers

John Kotter (2010), in Conversations with Global Gurus says 3, It essential that it (leadership communication) is incorporated in daily activities too. In the right sort of meetings and with people telling good stories; one can create an environment that helps everybody take another little step toward becoming a better leader.

Wolvin, (2010) Leadership is seen to be more successful when it incorporates communication that seeks feedback.

Hackman Michael (2006) says. Leadership is primarily trust and communication. When you communicate well with people and treat them with respect, they will go through brick wall for you

Marilyn Macik-Frey (2007) says, communication is not simply a component of leadership but rather leadership is a unique form of communication. Leadership is conceptualized as the combination of many exchanges of symbolic relationships of interpersonal communication to satisfaction and other attitudinal measures

Annick Janson, Robert J. McQueen (2007) says, successful leadership involves balancing “locus of learning” from internal and external sources and facilitating mind-shifts (e.g. collaboration and communication paradigms underlying relationship and networking processes).

Tony Proctor, Ioanna Doukakis (2003) says, the key to successful introduction of the change was seen to lie in effective communication.

Barge (1994) posits that just as communication is about people, so too is leadership. Leadership is best explained by communication skills.

Penley, Larry E.; Hawkins, Brian (1985) conclude that consideration (or: human-oriented leadership) is mainly communicative, while initiating structure (or: task-oriented leadership) is much less so. According to Penley and Hawkins (1985), the close correspondence between human-oriented leadership and communication is due to the fact that consideration is heavily saturated with relational aspects of communication, such as interpersonal concern and warmth, while task-oriented leadership
is much more saturated with the actual content of the information provided instead of the style of communication.

Wager, Wesley L. (1965) suggested that the leader’s relative influence depends on her own qualities and those of other leaders: two such skills are her ability to communicate clearly (clarity of communication) and to judge the best policy (sense of direction). When leadership skills are exogenous, clarity of communication is the most important leaders is endogenous, a natural leadership elite of the clearest communicators emerges.

Communication is a process by which meaning is assigned and conveyed in an attempt to create shared understanding. This process, which requires a vast repertoire of skills in interpersonal processing, listening, observing, speaking, questioning, analyzing, gestures, and evaluating, enables collaboration and cooperation.

Effective communication is an essential element of leadership. Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling.

Communication helps managers to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communicating. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible.

Thus, we can say that “effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood.

**Leader communication**

Leaders are communication champions who inspire and unite people around a common sense of purpose and identity. They lead strategic conversation that get people talking across boundaries about the vision, key strategic themes, and the values that can help the group or organisation achieve desired outcomes. Four elements necessary for strategic conversation are an open climate, active listening, discernment and dialogue. Open communication is essential for building trust, and it paves the way for more opportunities to communicate with followers, thus enables the organisation to gain the benefits of all employees’ minds. However, leaders must be active listeners and must learn to discern the hidden undercurrents that have yet to emerge. It is through listening and discernment, both with followers and customers, that leaders identify strategic issues and builds productive relationships that helps the organisation succeed.

Leader’s communication is purpose directed, and an important element is persuading others to act in ways that achieve goals and accomplish the vision. Four steps for practising the art of persuasion are to establish creditability, build goals on common ground, make your position compelling, and connect with others on an emotional level. Leaders use rich communication channel, communicating through stories, metaphors, and rely on formal as well as informal communication.
Communication is at the heart of successful leadership.

**Conclusion**

Thus, effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success managers must be effective and convincing communicators. It is important that managers and their teams must learn the how to communicate perfectly as this will not only help teams to complete their projects successfully, but also enable organizations to achieve success and growth (Lee Froschheiser).

Communication is essence for effective leadership. Leader must inoculate good communication skill so that they can communicate well with their subordinate which in turns help in successfully completion of projects and help in achieving organisational goal.

According to many researchers, leader is one who has an ability to take charge, direct, encourage, or stimulate others. They have an attitude to convince others and to make them follow the goals or the participles defined by them.

Increment in no. of followers, Business Development, Increment in income, Feeling of power and prestige, Status and respect all this factor will enhance the effectiveness of leader which are directly dependent on communication skills of leader. Leader must communicate well with their team so that human relation need are satisfied

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