

4. A Study of Leadership Communication Styles and Their Impact on Organizational Change Success- A Literature Review

Prof. Rupali Shende

Assistant Professor,
RJSPM's Institute of Computer,
Management Research, Dudulgaon, Permanently Affiliated to SPPU,
Pune.

Mr. Satish Godambe

Student,
RJSPM's Institute of Computer,
Management Research, Dudulgaon, Permanently Affiliated to SPPU,
Pune.

Abstract:

The effectiveness of leadership communication plays a crucial role in determining whether organizational change projects succeed or fail. This study examines the connection between the results of organizational change and several leadership communication philosophies, including directive, participatory, and transformational. The research investigates how leaders' communication methods might affect employee engagement, resistance to change, and overall organizational flexibility. It does this by drawing on theoretical frameworks as well as real-world case studies.

Keywords:

Leadership Communication, Communication Styles, Organizational Change, Change Management, Directive Leadership, Participative Leadership, Transformational Leadership, Employee Engagement, Change Resistance, Change Initiative Success, Leadership Influence, Organizational Adaptability, Leadership Effectiveness, Strategic Communication, Organizational Transformation.

4.1 Introduction:

Organizations must manage organizational change, an unavoidable and frequently difficult process, in order to be inventive, competitive, and sensitive to both internal and external demands. However, many change projects fall short of their stated goals, even while firms are under increasing pressure to adjust to changing markets, expanding customer needs, and technology improvements. The way in which leaders interact with their teams during the process of change is one of the most important variables that determines whether these efforts succeed or fail.

Establishing expectations, handling resistance, and including staff members in the change process all depend heavily on effective communication. Particularly, the communication patterns of leaders directly affect how staff members view, comprehend, and react to changes inside the firm. The range of styles influences not just the information flow but also the degree of trust, motivation, and employee involvement. These styles include directive and authoritative as well as participative and transformative. In times of crisis, directive communication may provide clarity and decisiveness; however, participative and transformational communication styles foster cooperation, transparency, and a feeling of common purpose—all of which can be essential for the long-term success of change.

This study aims to investigate the various communication modalities used by leaders in the context of organizational change and analyse how they impact the results of the change process. The research specifically intends to assess how various communication methods impact resistance levels, employee engagement, and the overall success of change initiatives. This research employs a mixed-methods approach to investigate the dynamic relationship between leadership communication and organizational change performance. Specifically, quantitative surveys and qualitative case studies are combined to provide important insights.

4.2 Research Methodology:

This study cited various academic papers, journals, and books. This investigation was built on the basis of a literature review. The literature study uses a systematic review process to locate, analyze, and gather peer-reviewed books, papers, and articles that investigate leadership communication styles and their impact on organizational change achievement. With a diverse set of studies, this technique ensures a broad, objective, and well-structured examination, providing the research with a solid theoretical foundation.

4.3 Literature Review:

Dasgupta, Suar, and Singh's (2012) study investigates how different managerial communication approaches influence employees' attitudes and behaviours within firms. The research focuses on how managers' communication styles influence employees' motivation, commitment, and overall performance at work. Using a sample of several companies, the authors investigate the relationship between crucial employee outcomes such as job satisfaction, organizational commitment, and work engagement and communication styles such as supportive, directive, and participative. The findings suggest that supportive and participative communication methods have a positive impact on employees' attitudes and behaviours, leading to higher job satisfaction, engagement, and loyalty to the company.

In contrast, directive communication approaches were found to have a neutral or negative impact on employee motivation and commitment. The study emphasizes the importance of effective managerial communication in raising employee morale and achieving organizational performance. Atasoy's (2020) research investigates the relationship between school administrators' leadership styles, school culture, and the dynamics of organizational change in educational settings.

The study sheds light on how school culture acts as a mediating element and provides critical insights into how leadership influences organizational transformation, particularly in educational contexts. This section summarizes the paper's main concepts and findings.

In their 2022 study, Ramos-Maçães and Román-Portas investigate how employee engagement, organizational communication, and leadership affect organizational change in the hospitality industry. Change facilitation requires effective organizational communication. Clear and regular communication reduces resistance to change, reduces misunderstandings, and fosters a sense of inclusion among employees. The study stressed the importance of leadership styles, particularly transformational leadership, in bringing about change. People that work with transformational leaders are more devoted to the organization's goals during periods of transition because they are inspired and motivated.

The Luo et al. (2016) study examines how leaders' communication styles affect employees' commitment throughout organizational change. The study found that during times of transition, leaders who use a participatory communication style—one that is open, inclusive, and receptive of feedback—have a considerable impact on employee commitment. Workers that use this strategy feel more connected to the company and like owners. It has been observed that leaders that use transformational communication, which includes inspiring and motivating employees, increase the emotional tie between employees and the firm. Employees are more willing to change when their views and the organization's aims are aligned, which is done through this type of communication. The study highlights the importance of trust in the relationship between a leader and his subordinates. Leaders' honest and open communication fosters trust, which is critical in inspiring employees to persist with a change. Employees that are trusted are less uncomfortable and hesitant, which enhances their willingness to try new ideas.

Diab's (2014) research focuses on how leadership styles influence the selection of topics for organizational reform in Jordanian pharmaceutical firms. This study goes into many leadership ideologies, including transformational, transactional, and autocratic leadership, and investigates how each influences organizational change objectives. According to the research, transformational leaders are better at identifying and selecting areas inside a company that require change. When leaders embrace this inventive and adaptable strategy, they are better equipped to evaluate and respond to the changing demands of the pharmaceutical business. Although transactional leaders can use organized techniques to encourage change, the research implies that their focus on punishments and rewards may limit their ability to identify and drive meaningful change. In contrast to long-term plan modifications, they usually prioritize areas that are aligned with short-term aims. Diab stresses how the pharmaceutical industry's regulatory landscape, market dynamics, and organizational context influence the relationship between leadership styles and change areas. When making decisions on change, leaders must consider these external pressures.

Husain's (2013) study focuses on the critical role that effective communication plays in facilitating successful organizational change. Husain emphasizes the importance of effective communication in the process of organizational change. Employee confusion and scepticism can be reduced by communicating the change's goal in a clear and consistent manner. According to the research, effective communication can significantly reduce resistance to change.

Employee opposition to initiatives is more likely to emerge when they are not informed about the reasons for the change and the benefits it would provide. The study emphasizes the importance of leadership communication in effecting change. Open and honest communication between leaders and followers fosters an atmosphere of trust and involvement, which is essential for overcoming the challenges of organizational change. According to the findings, when there is a

transition, good communication has a positive impact on employee devotion and optimism. Employee engagement and productivity can be boosted when they feel informed and involved, facilitating a smooth transition. Husain uses examples from a variety of companies to highlight the research's utility.

In his literature study, Mansaray critically examines the relationship between effective organizational change management and leadership styles. The investigation found that leadership is critical in influencing the procedures, outcomes, and overall effectiveness of change projects. The review stresses the various leadership ideologies, such as servant, transactional, and transformational leadership, each with distinct characteristics that influence organizational development. Transformational leadership emerges as the best leadership style for fostering an adaptable and change-oriented organizational culture. Effective leadership styles have a large impact on staff engagement and commitment during transformation processes. Transitions are more likely to go smoothly when leaders utilize inclusive and participative strategies because they boost employee trust and reduce opposition. According to Mansaray, the interaction between leadership styles and the underlying organisational culture influences the success of change management strategies. Leaders must align their tactics with the prevailing culture if change is to be acceptable and durable. According to the author, more empirical study is needed to fully grasp the nuances of how different leadership philosophies affect distinct organizational changes in a variety of industries and cultural settings.

In light of organizational change in the public sector, Van der Voet (2016) investigates the relationship between red tape and transformative leadership. The findings shed light on how different leadership styles may affect bureaucratic processes during transformative undertakings. The study concluded that transformational leadership reduces the impact of red tape during organizational change. Transformational leaders, who are distinguished by their ability to inspire, motivate, and involve their employees, build an environment conducive to creativity

and adaptation. Transformational leaders may make transitions go more smoothly by lowering bureaucratic barriers and cultivating open communication, trust, and collaboration. According to the survey, instead than making employees feel trapped by rigid organizational structures, these leadership beliefs empower individuals to embrace change. By reducing red tape and fostering a collaborative and supportive culture, transformational leaders may significantly boost the likelihood of effective change implementation. This, in turn, can make public institutions more adaptable and responsive.

Appelbaum et al. (2015) investigate the complex relationship between internal company resistance to change dynamics and leadership styles in their study. The findings provide important insights into how diverse leadership philosophies can influence organizational outcomes during periods of transition. According to the study, different leadership ideologies, particularly transformational and transactional leadership, have varying effects on employee attitudes towards change.

According to the authors, employee resistance to change is a reasonable reaction that frequently stems from a lack of trust in leadership, fear of the unknown, and inadequate communication. Effective leadership can reduce negative emotions by encouraging an open and participatory environment. One of the study's primary results is that effective communication is essential when dealing with resistance. Leaders who clearly explain the reasons for change initiatives and involve employees in the process have a better chance of gaining their support and lowering opposition.

According to the findings, there is a direct relationship between leadership styles and organizational outcomes such as employee morale, productivity, and the overall success of change initiatives. When compared to businesses with more transactional or authoritarian leadership styles, transformational leaders' teams often transition more seamlessly and provide better results. According to the report, in order to

increase their ability to deal with change, firms should focus on assisting their leaders in developing transformational leadership skills. Programs for developing leaders that prioritize empathy, drive, and effective communication can provide participants the tools they need to overcome challenges and foster a pleasant work environment. In conclusion, the research by Appelbaum et al. highlights the critical role that leadership style plays in influencing how businesses respond to change. By using transformational leadership techniques and emphasizing effective communication, organizations can lower opposition and improve their capacity to execute change. In the end, this will enhance organizational performance and flexibility in a dynamic business environment.

Ramcharan and Parumasur (2014) investigate the effects of leadership effectiveness on managing change, encouraging employees, and communicating. The conclusions highlight a number of significant breakthroughs that expand our understanding of effective leadership in organizational change contexts. The study emphasizes how different leadership philosophies, particularly participative and transformational leadership, affect leaders' ability to motivate their teams and manage change. Positive change is especially fostered by transformational leaders who inspire and excite their employees. Increased employee motivation is closely tied to good leadership.

Employee engagement and excitement are fostered by supporting and enabling leaders, which is critical throughout organizational transitions. The findings show that integrating employees in the process of change through participatory leadership can significantly boost their commitment to and ownership of change projects.

Participation in decision-making processes promotes a more adaptive mindset. According to the authors, more empirical study is needed to investigate the complicated relationships that exist between diverse leadership philosophies, communication approaches, and worker motivation in different organizational

situations. Understanding these relationships allows for deeper insights into effective change management approaches. Finally, Ramcharan and Parumasur's research demonstrates the importance of effective leadership in managing organizational transformation. Organizations can improve their ability to successfully implement change and motivate their workforce by prioritizing effective communication and employee engagement, as well as using suitable leadership styles. These efforts will eventually result in increased organisational performance and resilience in a dynamic business environment.

4.4 Suggested Draft Model:

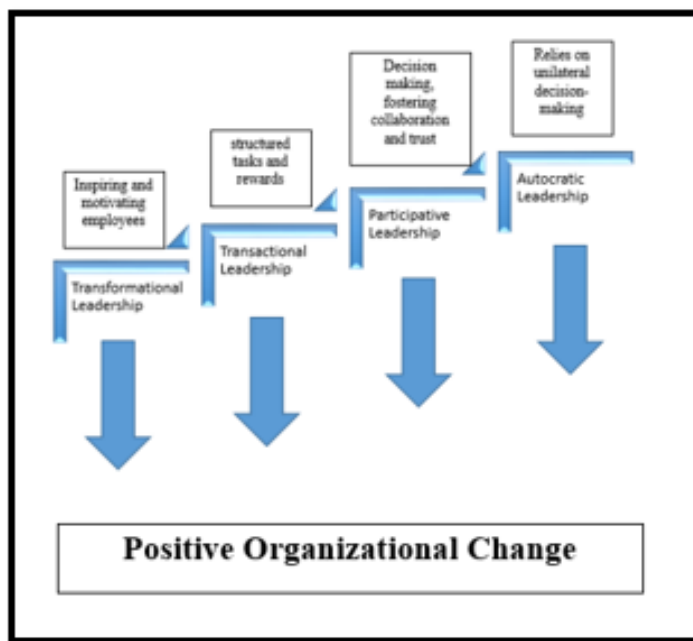


Figure 4.1: Suggested Draft Model

4.5 Findings and Conclusion:

Through examining this crucial facet of change management, this research adds to the expanding corpus of information regarding the role that leadership plays in enabling effective organizational transformations.

It aims to give leaders useful advice on how to best utilize their communication tactics in order to handle change's obstacles, encourage staff buy-in, and eventually propel organizational success.

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