
Transformational Leadership and Team Effectiveness: A Conceptual Review

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Abstract: *The study examined the effect of leadership communication on organisational behaviour. A qualitative cross-sectional survey design was used to review extant literature. The study revealed that effective leadership communication has a significant influence on organizational behaviour in all three referents, namely the organisation, the direct subordinates and other workers. The study revealed that effective leadership communication entails respectful leader treatment of employees in the act of communicating with them. Leaders who respectfully communicate with people positively influence employees which elicit good organizational behaviour. The study revealed that transformational leaders use effective leadership communication strategies to influence employees' motivation and by extension appropriate organizational behaviour. The study revealed that transformational leaders use charisma in their effective leadership communication to influence employees for desired appropriate organizational behaviour. It is obvious and conclusive from the study that effective leadership communication strategies positively influence employee motivation and engender good organizational behaviour. The study recommends that corporate organisational leaders take the following steps: (a) evaluate their communication strategies, (b) incorporate effective communication strategies into their employee motivation tools, (c) practice the communication strategies daily as they develop each of them, and (d) evaluate the implemented communication strategies to determine usefulness. Organisations' leaders can improve their employees' motivation by practicing the positive influential communication strategies revealed in this study.*

Keywords: *Leadership Communication, Leadership, Communication, Organisational Behaviour, Communication Strategies*

Introduction

Communication is critical to a leader's success, and ineffective leader communication leads to problems in many organizations. Ameh and Odusami (2014), noted that communication is one of the most important leadership skills, and it allows for the achievement of personal and organizational goals. In fact, internal communication is essential for employee motivation for better performance and increased customer satisfaction (Al-Laymoun, 2017). Thus, a leader's ability to exchange messages, information, opinions, or thoughts with employees contributes to organizational success. Some leaders lack effective communication skills, and leader communication is a factor essential to employee motivation (Gobble, 2012). Employee

motivation is a problem that many organizations face (Stokes, Smith, Wall, Moore, Rowland, Ward. & Cronshaw, 2019). The way that a leader communicates with employees affects organizational behaviour (Rabie & Malek, 2020). Therefore, researchers should explore leadership communication strategies that could engender organizational behaviour and improve employee motivation. Leaders need a better understanding of the strategies necessary to communicate effectively with employees to improve the motivation of their workers so that their behaviour in the organization could be positively geared. Ineffective communication is one of the leading causes of ineffective leadership (Stokes et al., 2019). From a global perspective, Begum and Mujtaba (2016), indicated that ineffective communication was the primary reason 40% of employees from diverse industries felt demotivated by business leaders; leaders demotivated some employees due to lack of effective communication by leaders, and 43% of employees desire effective communication by leaders (Beck, 2016).

Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success leaders must be effective and convincing communicators. It is important that leaders 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 (Arenas, Tucker & Connelly, 2017).

The role of leadership communication as a mechanism through which leaders influence their subordinates, particularly in the corporate organisations. Leadership communication can be considered as a consequence of effective leadership (Stokes et al., 2019) and a predecessor of organisational behaviour (Babalola, 2016). Leaders are considered to be the primary influencers of their subordinates' behaviour (Bambale, Girei & Barwa (2017), they can therefore influence subordinates to engage in extra-role behaviours, also known as organisational behaviour (Chan, 2019).

Leadership influences organisational behaviour (Aurangzeb, 2015), particularly through trust (Banjarnahor, Hutabarat, Sibuea & Situmorang, 2018). Beck (2016), mention that if employees feel that they are trusted, they are more likely to go the 'extra mile' in their work. According to Bambale, Girei and Barwa (2017), an employee's willingness to trust a leader is influenced by the character and actions of the leader. In this study, the focus was specifically on effective leadership. Walumbwa, Asan (2015) defines effective leadership as a form of leadership that focuses on 'positive psychological capacities and a positive ethical climate', fostering the four dimensions of effective leadership. Effective leadership has been researched in many contexts (Aurangzeb, 2015), specifically in a Western context (Asan, 2015) and has been demonstrated to have a positive impact on organisations, teams and individuals (Chan, 2019). However, organisational behaviour that is effective in one context is not necessarily effective in another context and a one-size-fits-all approach cannot be used indiscriminately (Asan, 2015). In line with this, the study evaluates the influence of effective leadership communication on organizational behaviour.

Literature Review

Theoretical Foundation (Behaviour Modification Theory)

Behaviour modification theory is based on the assumption that behaviour is more important than its “psychological causes,” such as the needs, motives, and values held by individuals (Skinner, 1974). Thus, a behaviourist Skinner (1974) focuses on specific behaviours and not on such intangibles as esteem needs or personality structure.

Behaviour modification is a type of behaviour therapy as Skinner (1974) demonstrates that behaviour could be shaped through reinforcement and/or punishment. Skinner noted that a reinforcer is a consequence that increases the likelihood of behaviour to recur, while punishment is a consequence that decreases the chance. Positive and negative are used in mathematical terms. Positive indicates that something is added, and negative indicates something is subtracted or taken away. Thus, positive reinforcement occurs when a behaviour is encouraged by rewards. If a child enjoys candy and cleaning the room is the desired behaviour, the candy is a positive reinforcer (reward) because it is something that is given or added when the behaviour occurs. This makes the behaviour more likely to recur. Negative reinforcement is removing a stimulus as the consequence of behaviour but results in a positive outcome for the individual. For example, a fine is dropped, and a person no longer has to go to jail. The removal of the negative stimulus (the fine) results in a positive outcome for the individual, no jail time (Fantini, Durif & Marques, 2019).

Conversely, positive punishment is the addition of an adverse consequence. For example, a child gets spanked when he crosses the street without holding his mother’s hand. He then no longer crosses the street alone. The spanking is positive punishment because it is a consequence added to the situation that decreases the likelihood of the child crossing the street alone. Negative punishment is taking away favorable consequences to reduce an unwanted behaviour. For example, if Emily doesn’t finish her homework on time, her cell phone gets taken away. She makes it a priority to finish her homework immediately after school before she does anything else. Removal of the cell phone would be a “negative” because it takes something away, decreasing the chance that she won’t finish her homework the next time (Avolio & Walumbwa, 2014).

In addition to the attention devoted to these behaviours, there’s an emphasis on the consequences of behaviour. For example, suppose that all new management trainees are given a two-day training program on preparing budget reports. Shortly after the training sessions, managers notice that most of the reports are still not being prepared correctly. One explanation may be that the training program was ineffective. However, behaviourists might approach the problem from a different direction. First, they could determine whether the trainees understand the importance of correct reports. They might then find out which trainees are turning in correct reports and what consequences, if any, are being received by these trainees. It could be that turning in correct reports results in nothing, that there are no observable consequences. In the same manner, submitting an incorrect report may also result in no consequences, positive or negative (Avolio & Walumbwa, 2014).

The behaviourists' findings might result in developing a program of positive and negative consequences (such as, recognition, praise, a meeting with the boss to go over mistakes). Behaviourists believe people tend to repeat behaviours that lead to positive consequences. This principle could serve as a cornerstone in improving the report accuracy of trainees (Fantini, Durif & Marques, 2019). The application of behaviour modification in organizations follows a five-step problem-solving process similar to that in Figure 1

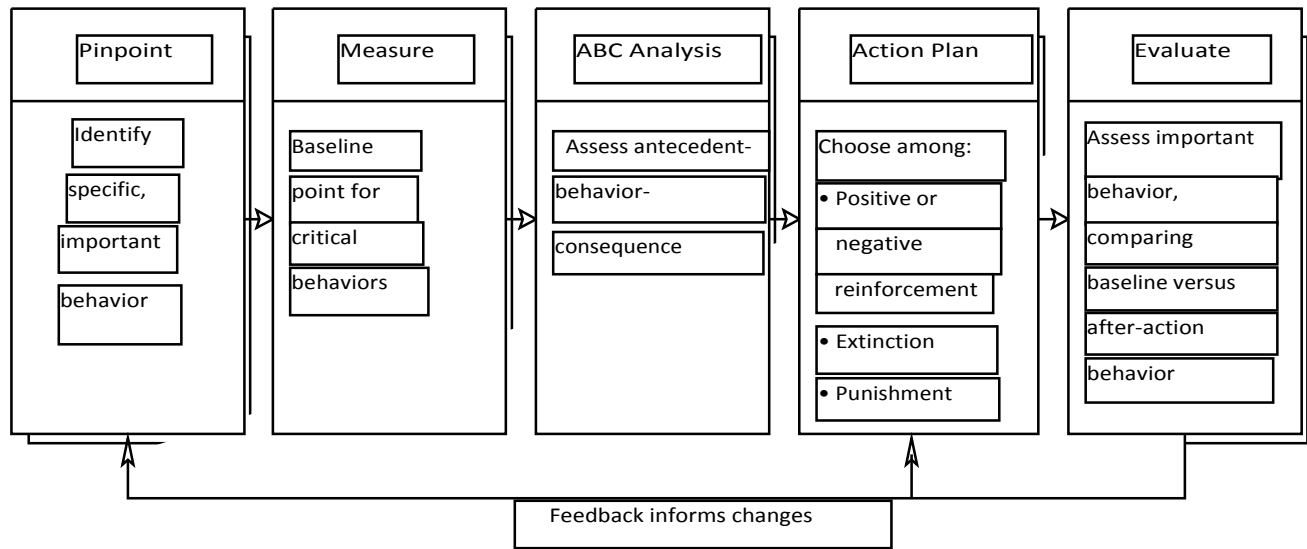


Figure 1: Applied Behaviour Modification: A Manager's Step-By-Step Procedure

Source: Walker, S. (2019). Learning Theory and Behaviour Modification. London: Routledge Taylor and Francis Group

The first three steps in an applied behaviour modification program set the stage for the actual actions by the manager. The goal of operant conditioning is to strengthen desirable and observable critical performance behaviours and to weaken undesirable behaviours. The fourth step involves the strategies for accomplishing these goals, which are discussed earlier in this section. They are positive reinforcers, negative reinforcers, punishment, and extinction. Managers prefer to use positive reinforcement in most applied behaviour modification programs. But identifying positive reinforcers isn't always easy. The most obvious approach for managers to take is to ask subordinates what rewards they prefer. Another identification method is to use attitude surveys asking job reward preferences questions. Note also that punishment and extinction by themselves often do not give guidance to employees as to how they can improve their performance (Walker, 2019).

The fifth step involves evaluation. A major weakness in many applied motivational programs is that formal evaluations aren't conducted. Another weakness is the fact that evaluations tend to place too much focus on the negative aspects of employees' performance (Walker, 2019). The evaluation of an applied program permits the manager to trace and review

changes in behaviour before and after the implementation of an action program. Evaluation permits managers to measure performance on an ongoing basis (Fantini, Durif & Marques, 2019). Furthermore, evaluation can provide feedback to managers on the behaviours exhibited. This feedback enables managers to make necessary and timely corrections in the programme.

Conceptual Review

Conceptual Framework

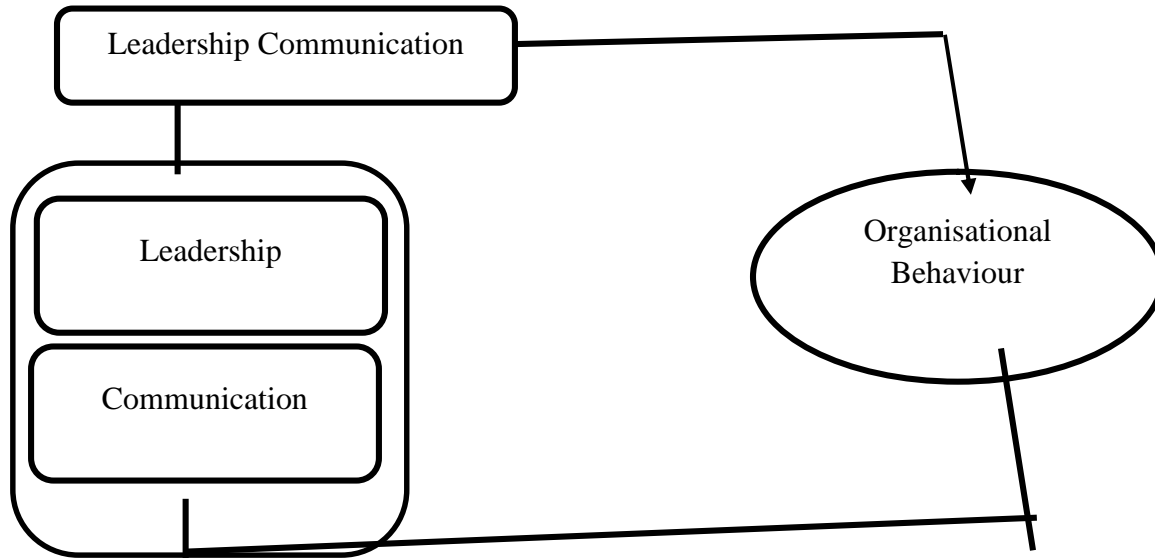


Figure 2: Conceptual Framework of the effect of Leadership Communication on Organisational Behaviour

Source: Rabie, M.O. & Malek, M. A. (2020). Leadership communication and employee ethical behaviour: a moderated mediation mechanisms, *Seisense Journal of Management*, 9(2), 73-88.

Leadership

Leadership is the ability of a leader to influence others through an influential process with the intent to accomplish a set of goals or objectives (Hair, Risher, Sarstedt & Ringle, 2019). Kremer, Villamor and Aguinis (2019), noted that there are many ways to define leadership based on different kinds of leadership perspectives considered. Almatrooshi, Singh, and Farouk (2016) noted that a leader's ability to motivate others contributes to effective leadership. Leaders use communication in their leadership capacity. Communication is an essential leadership skill (Jermittiparsert & Urairak, 2019). However, communication skills are not the only important skills for effective leadership. Babalola (2016) found that being accountable, taking

responsibility, learning, and adapting to change, along with communication, are some of the essential leadership skills.

Leaders can use a variety of leadership skills and styles to accomplish their missions. Leaders demonstrate their leadership skills with the use of different leadership styles, and each style's effectiveness can depend on positions, industries, and different situations (Xie, Wu, Xie, Yu & Wang, 2019). Organizational leaders should employ the leadership styles appropriate for their desired outcomes (Tripathi & Agarwal, 2017). Babalola (2016) concluded that leaders can meet organizational objectives quickly by using an appropriate leadership style or by combining leadership styles based on the situation. Leadership styles and theories. Leadership styles can influence employee performance (Asan, 2015).

Leadership style has a direct association with employee performance and organization success (Jabeen & Isakovic, 2018). Leadership style has a great influence on employee performance and attitude towards the achievement of organizational goals (Moyo, 2019). Each leadership style is under a leadership theory. A discussion of leadership styles and theories was necessary given the purpose of this study. The leadership styles in this section are those classified as the major leadership styles or classical leadership styles for a leader to achieve the desired outcome. Omar and FauziHussin (2013) presented laissez-faire, transactional, and transformational leadership as the three major leadership styles. Leadership styles also include classical styles based on the use of power (Babalola, 2016), namely autocratic (authoritative), democratic (participative), and liberal. These leadership styles are each under the basis of certain theories developed over the years. Transactional and transformational leadership are under the leader-follower relationship theories (Stokes et al., 2019).

Behavioural leadership mainly focuses on task-oriented and relations-oriented leader behaviours (Wirba, 2015). A discussion of every leadership style would be impractical and inefficient given the purpose of this study. However, a discussion of the major and classical leadership styles (including those leadership styles that leaders use successfully to engage employees for improved outcomes) as classified in studies based on their use were appropriate.

Experts are leaders who are interested in contributing their expertise, and they are usually not interested in collaboration or opinions that they deem beneath their level of expertise; achievers are leaders who are interested in achieving results and who support and positively influence others (Kremer, Villamor & Aguinis (2019). The opportunists' principal task is attaining power; the diplomats are interested in understanding others (Moyo, 2019). The experts rule by their craft logic; the achievers implement effective strategies for delivering desired results (Jermsittiparsert & Urairak, 2019). Individualists are leaders who reason on the basis that their logic, and the logic of others, is the result of individual personalities, and such leaders put personalities into perspective: they communicate effectively and contribute unique values to their organizations (Yahaya & Ebrahim, 2016).

Strategists are leaders who are interested in change and the creation of a shared vision resulting in the encouragement of transformations, and strategists are good at handling others' resistance to change; alchemists are leaders who exhibit high moral standards and are interested in the reinvention of themselves and their organizations (Wirba, 2015). The individualists focus on the

self, the strategists demonstrate an invitational style to ideas, and the alchemists develop transformations for reflection and action (Kremer, Villamor & Aguinis (2019).

Task-oriented and relationship-oriented leadership behaviours are leader behavioural approaches practiced in most Western countries (Begum & Mujtaba, 2016). Autocratic and democratic leadership are forms of leadership under behavioural leadership styles and theories (Xie et al., 2019). Wirba (2015) grouped autocratic, democratic, and liberal leadership as the classical styles of leadership regarding their behaviours with the use of power. Autocratic, democratic, and liberal (laissez-faire) leaders influence employees, although demonstrating different styles and using different behavioural approaches.

Autocratic leadership - Autocratic is a leadership style whereby a leader makes decisions alone without his or her employees' inputs (Yahaya & Ebrahim, 2016). In addition to not encouraging followers' input, autocratic leadership characteristics include power driven behaviours and a perceived focus on only organizational goals with no concern for employee well-being or condition (Xie et al., 2019). These are similar characteristics to those of transactional leaders, which are unlike the characteristics that transformational leaders use to motivate followers. The characteristics of autocratic leadership exemplify the styles and theories of transactional leadership (Moyo, 2019).

Autocratic leadership has a direct association with employee demotivation (Aurangzeb, 2015). Malik, Javed and Hassan (2017) argue that followers of autocratic leaders might not perform well without the presence of the leader; however, autocratic leaders take full responsibility for outcomes, and they reduce pressure on followers regarding making decisions. Strict control by the leaders and no participation by the employee are two major characteristics of autocratic leadership (Aurangzeb, 2015).

Democratic leadership - Democratic is a leadership style whereby a leader discusses and coordinates tasks with his or her employees (Xie et al., 2019). Democratic leadership involves encouraging employees' full participation in decision making (Aurangzeb, 2015). In practicing democratic leadership style, the leaders allow the followers to make decisions (Ameh & Odusami, 2014). Almutairi (2016) argued that a democratic leadership approach might not lead to the prompt exchange of information and consensus by all involved for the timely execution of tasks.

Laissez-faire leadership - Laissez-faire leadership is one of the three major categories of leadership styles (Xie et al., 2019). Laissez-faire leaders give minimal guidance to employees and allow employees to make decisions on their own (Beck, 2016). Laissez-faire leadership characteristics are similar to those of liberal leadership. In a liberal leadership style, a leader seldom uses his or her power and grants his or her employees freedom in the performance of their duties.

There is no consensus on the best leadership style because a leader can practice any style or a mix of styles to suit the employee, the situation, or a given time (Asan, 2015). Leaders favor the transactional and transformational leadership styles over the laissez-faire style.

Transactional leadership – Yahaya and Ebrahim (2016), describe the transactional and transformational leadership as the two most commonly practiced leadership styles, the former a much more traditional and common approach than the latter. Transactional leaders operate on the notion of rewarding employees for their efforts (Babalola, 2016). Transactional leaders also punish employees for their lack of effort (Andersen, Nielsen & Brinkmann, 2014). Leaders exhibit transactional leadership style by using transactions between them and their followers (Moyo,2019).

Communication

Researchers have revealed how vital communication is to lead effectively. Communication is the sharing and transmission of information between individuals to influence each other (Xie et al., 2019; Tripathi & Agarwal, 2017). Good communication is necessary for organizational success (Rabie & Malek, 2020). Organizational success has a positive association with good communication between leadership and employees (Tomescu-Dumitrescu, 2016).

Communication has a significant effect on employees (Jabeen & Isakovic, 2018). Communication is an indicator of the leadership style that a leader employs, and it affects organizational performance (Tripathi & Agarwal, 2017). Stokes et al. (2019), found that some 26 sales employees disclosed that their managers' use of inappropriate leadership styles and ineffective communications were among the problems of ineffective leadership. Ineffective communication is a problem in many organizations (Begum & Mujtaba, 2016). To practice effective communication, leaders require good use of communication channels in their strategies.

Communication channels and strategies.

Some communication channels available at the workplace that Oliveira and Marques (2020) suggested are as follows: face-to-face, e-mail, blogs, wikis, instant messaging, shared virtual workspaces, telephone, video/web conferencing, intranets, discussion forums, and voice over IP. Leaders also communicate with employees by using memoranda (Bass & Avolio, 1994). Other forms of communication include social media, tangible written communication, and meetings (Tripathi & Agarwal, 2017). The reliable forms of general information and sensitive information sharing are e-mail, telephone, and face-to-face (Rabie & Malek, 2020). Bell (2015) found that text message communication from the employer to the worker was effective. Face-to-face communication is beneficial (Babalola, 2016), and it has the greatest impact on the majority of employees (Asan, 2015).

However, no one form of communication is better, and a combination of different forms together works best (Rabie & Malek, 2020). Leaders' effective communication with employees requires communicating with clarity on a regular and consistent basis. Widyanti (2020) revealed that employees of some organizations in the Indian retail industry do not want communication arrangements where they are not able to ask their leaders questions or receive clarifications.

Further, the employees want regular communication with all levels of leaders (BelIndea, 2016). Walumbwa et al, (2018) argued that employees' communication of their needs to their leaders is necessary for their leaders' response to those needs. Successful managers in developed countries

engage in many communication activities (Asan, 2015). Effective communication requires consistency (Magrivos, Apospori Carrigan, & Jones, 2020). Moyo (2019) identified a concept known as strategic communication, which is an organization leader's calculated use of communication for its mission fulfillment. Rabie and Malek (2020) described strategic communication as an emerging field in terms of its research and practice. Jabeen and Isakovic, (2018) observed that strategic communication's importance, within the context of a communication system, as one of the systems required for successful organizational development.

Misunderstandings, a lack of information, lower performance, grievances, and more employee rotations may result from ineffective communication, whereas there is an association between good communication and grievance decrease, turnover decrease, increased job satisfaction, safety, productivity, and profits (Hoel & Christensen, 2020). Rabie and Malek (2020) noted the need for managers to be strategic communicators and communicative leaders who effectively communicate goals, values, and visions. Retail managers must strengthen their knowledge of transformational leadership to increase their potential for success (Walumbwa et al., 2018).

Communication is essential to any organization's success, and retail employees may not receive open communication of information by management (Begum & Mujtaba, 2016). Bell (2015), discovered that managerial communication is less frequent through face-to-face communication than through fax, the Internet, and mobile phone. Babalola (2016), found that for formal notifications and message reinforcements, managers use written modes of communication (for example, e-mail) and employees prefer oral communication; specifically, face-to-face interaction with their managers to achieve instant two-way communication and clarification of information.

Hoel and Christensen (2020), found that frequent and two-way communication between leaders and employees are among the key factors contributing to employee well-being. Employees were receptive to the encouragement of two-way communication to allow for expression of their viewpoints (Begum & Mujtaba, 2016).

Rabie and Malek (2020) found leader-follower communication to be positive and respectful. These preferred communication strategies are inclusive of those that transformational leaders practice. Trust and respect are foundations of open and honest leader-follower communication (Bell, 2015). Effective communication, including communicating respectfully, is a key component of the transformational leadership style (Avolio & Walumbwa, 2014). Transformational leaders communicate effectively and create a sense of respect in those they lead (Hoel & Christensen, 2020). A leader can practice more than one leadership style (Hoel & Christensen, 2020).

Equally important, a leader can learn, practice, and improve his or her communication skills (Begum & Mujtaba, 2016). Organizational performance is one of the determining success factors that illustrate the importance of leader communication and organizational communication.

Organizational communication - Organizational communication consists of internal and external communication (Walker, 2019). Organizational communication is necessary for the exchange of information with individuals inside and outside an organization. Internal communication is

communication with individuals within an organization, and external communication is communication with outsiders (Walumbwa et al., 2018). Internal and external communications are some of the roles of managers and employees in organizations (Begum & Mujtaba, 2016). Leader and employee communication are important in the organizational communication process. The communication process is important for leader-employee identification (Stokes et al., 2019). Stokes et al. (2019) emphasized that a communication audit is an important aspect of an organization's communication process.

A communication audit involves the examination of an organization's communications between the communication source and its audiences (Almatrooshi, Singh & Farouk, 2016). The communication process influences its audience outcomes, and effective communication requires the use of strategies including politeness (Manik & Hutagaol, 2015). The transformational leadership approach involves care and expression of respect, which positively influences employees' self-reliance and actions (Begum & Mujtaba, 2016).

Communication and the Leader-Employee Relationship

The leader-employee relationship is important for a leader's and the organization's success. Leader-employee relationship forms through the communication process. Tripathi and Agarwal (2017) found a significant positive correlation between employee organizational commitment and communication satisfaction. There is a positive correlation between transformational leadership style and employee organizational commitment (Almutairi, 2016). Transformational leaders practice effective communication. Communication is a vital element of transformational leadership, and transformational leaders engage employees' hearts positively (Bell, 2015). Transformational leaders are inclined to having stronger relationships with employees (Xie et al., 2019).

Transformational leadership encourages leader-employee relationship for the achievement of organizational goals. A leader can attain relationships with employees through more than one leadership style. Widyanti(2020)identified relations-oriented leadership style as a style that a leader can use for improving the welfare of employees; in doing so, the leader encourages employees, seems approachable and relatable, usually acts as a mentor, and motivates employees. The servant leadership style fosters leader-employee relationships and even greater peer relationships among employees, and these practices help with the achievement of organizational goals (Åhlin, Strandberg, Norberg, Ternstedt & Ericson-Lidman, 2017).

Transformational leadership model leads to communication relations development between the supervisor and employee (Almatrooshi, Singh & Farouk, 2016). In a mixed-methods data analysis that included employees and managers from multiple industries and states, Boykins et al. concluded that a demonstration of good judgment by a leader is vital for the determination of when and what leadership style to employ as appropriate.

The leadership style that a leader employs not only affects his or her relationship with employees, but it also extends to engaging and influencing employee motivation.

Leadership and Communication

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However, leaders who often manage by exception frequently encounter employee unwillingness to share information and, thus, negatively affect the communication process (Chan, 2019). A leader can influence his or her employee outcomes with the leadership approach that the leader practices. In a study of transactional and transformational leadership styles with data collected from public-sector organizations through a survey questionnaire, Ahmad, Majid, and Zin (2015) found that transformational leadership was more effective than transactional leadership.

Transactional leadership strategies to influencing employees are different from those of transformational leadership, which includes the following: charismatic communication (Jabeen & Isakovic, 2018)), effective communication of vision (Moyo (2019). and precise feedback (Jermsittiparsert&Urairak,2019). Chan(2019) noted that transactional leaders typically give feedback for corrective actions purposes. Transactional leaders do communicate with employees, and they incorporate their communication practices in different ways and for different reasons.

The transactional leadership style consists of the following categories: management by exception (active and passive) and contingent reward (Moyo (2019)).

The active approach involves the leader being proactive in the communication of his or her expectations and following up with employees, and the passive approach involves mainly reactive communication by the leader when something goes wrong (Kremer, Villamor & Aguinis, 2019). Moyo (2019) presented contingent reward and management by exception as two practices of the transactional leadership style. Chan (2019), presented two characteristics that form the basis of transactional leadership as management by exception and contingent reward as follows: management by exception consists of two types (passive leadership and active leadership), and contingent reward involves the leader associating goals with rewards and providing clarifications for expectations. Under passive leadership, transactional leaders take corrective actions when they deem their involvement necessary, while under the active leadership, transactional leaders deem their initial involvement necessary, monitors employees, and take corrective actions as necessary (Arenas, Tucker, & Connelly, 2017).

Transactional leaders practice of contingent reward in which the leaders set expectations for their employees and uses rewards (extrinsic rewards, e.g., bonus or promotion) to reinforce employee performance is deemed effective (Arenas et al., 2017). Reward is not the only tool at the disposal of transactional leaders using the management by exception approach. Yao, Fan, Guo and Li (2014) noted that transactional leaders focus on employees' mistakes and encourages employees with rewards as well as criticize them through admonishments. Both contingent reward and management by exception have positive and significant relationships with motivation, and this demonstrates that transactional leaders use reward and punishment to motivate employees to accomplish organizational goals (Arenas et al., 2017; Bambale, Girei, & Barwa, 2017).

These transformational leadership behaviours and communication approaches positively influence employee motivation. Transformational leadership involves motivating employees for improved outcomes. Leaders can practice transformational leadership to attain a specific outcome (Kremer, Villamor & Aguinis, 2019). Transformational leadership has a positive influence on personal outcomes including motivation (Beck, 2016). Transformational leaders inspire employees to attain common goals or a shared vision (Gandolfi & Stone, 2017). Malik, Javed and Hassan (2017) found that transformational relationship with organizational performance. Organizations may enhance its employees' leadership has a strong outcome by including transformational leadership training into their leadership development programs (Asan, 2015). Transformational leaders influence employees' motivation. Effective communication affects employee motivation and outcomes. Transformational leaders are more capable of motivating employees (Asan, 2015).

Communication skills, including coaching and empowering communication strategies, are essential elements of transformational leadership for improving employee outcomes (Bell, Powell, & Sykes, 2015). Most leadership theories failed to deem communication essential to leadership (Jermittiparsert & Uairak, 2019). Bambale, Girei and Barwa (2017), found that leadership demotivated employees through poor communication that includes lack of regular communication with employees. Transformational leaders motivate employees with the use of the four behavioural dimensions, including effective communication of organizational vision,

found in the inspirational motivation dimension (Asan, 2015). Effective communication, including vision and the emotional connections that transformational leaders provide, are a part of the leadership style's factors for the positive influence of followers. Transformational leadership factors include articulating a vision and providing individual support (Vlaseková & Mura, 2017). In principle, transformational leaders will influence positive changes in those they lead (Beck, 2016). Belndea (2016), found that the dimensions of transformational leadership contribute to the organization's positive climate. Transformational leadership practices are an effective way of leading (Jermsittiparsert&Urairak, 2019). However, Hoel and Christensen (2020), argue that leadership style effectiveness is dependent on several factors including the industry and business. Transformational leadership involves personal charisma and vision communication (Uçkun, Arslan & Yener, 2020).

The transformational leadership concept involves the effective communication of vision and other communication strategies to motivate employees for better outcomes. Transformational leaders use effective communication of organizational vision to inspire employees to commit to the organization (Vlaseková & Mura, 2017). This approach is consistent with the conceptual model regarding transformational leaders' use of effective communication identified in the conceptual framework. In addition to the effective communication strategies that transformational leaders use to influence employee outcomes, Ankomah, Kumah and Karikari (2016) found additional effective communication strategies that transformational leaders use includes listening, demonstrating candor, oral communication, and responding to employees. Characteristics of effective leaders include providing employees constructive and positive feedback (Beck, 2016). Individualized consideration, one of four factors of transformational leadership theories, involves the leader providing feedback based on an individual's needs (Belndea, 2016). Transformational leaders use of individual consideration also emerges through active listening and providing necessary feedback to address employees personal and professional problems (Ankomah, Kumah & Karikari, 2016). Vision communication as practiced by transformational leaders likely influences task provided feedback satisfaction (Beck, 2016). Effective communication, including listening, offering feedback, and communicating consistently, influences employee motivation for improved outcomes (Bell & Roebuck, 2015).

Organisational Behaviour

Organizational behaviour can be classified as an action & attitudes of individuals and groups toward one another and towards organization's as a whole and its effect on organization's functioning and performance (Widyanti(2020). The study and application of knowledge about how people as individuals and groups act within Organisations, it strives to identify ways in which people can act more effectively (Almatrooshi, Singh & Farouk, 2016). The understanding, prediction and management of human behaviour in organization.

Organizational behaviour is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations, for the purpose of applying such knowledge towards improving organization's effectiveness (Almutairi, 2016). Fiaz, Su, Ikram and Saqib (2017) say that organisational behaviour is concerned with the study of what people do in an organization and how their behaviour affect the organization's performance

There is no set of universal prescriptions that can predict every behaviour, team outcome, or organizational phenomenon. People are typically unique and unpredictable in some aspects of their behaviour. In physics there are laws, formulas, and mathematical procedures that apply to a wider range of situations. The speed of a vehicle traveling down a hill can be calculated, and the answer applies to similar hills, cars, and conditions.

Organizational behaviour is not as stable or predictable as physics. Organizational behaviour is different because it deals with human beings in work settings. The body of organizational behaviour knowledge is being expanded by researchers as they study and report on individual, group, and organizational behaviour. The art of organizational behaviour application is beginning to blend with empirically-based research.

Managers carry out roles that can be successfully accomplished if they skillfully apply the best available knowledge to the situation at hand. These views of the work of management suggest that art and science can be blended to solve problems. Therefore, effectively increased government regulations have affected management's actions in production and employment practices. Foreign trade tariffs, occupational safety and health guidelines, and equal employment opportunities influence the way a firm conducts business (Gandolfi & Stone, 2017).

Organisational behaviour is an understanding of individual, group and organisational behaviour that has impact on organization performance and effectiveness (Åhlin et al., 2017). In this study, the organisational behaviour focuses on individual level where job satisfaction, organisational commitment and intention to quit are the fundamental elements at this level. Other studies have also shown that meaningful work and sense of community are associated with organisation commitment, job satisfaction and intention to quit (Ankomah, Kumah & Karikari, 2016).

Organizational behavior according to Ahmad, Majid and Zin (2015) is the study of human behavior in organizational settings, how human behavior interacts with the organization, and the organization itself. Although we can focus on any one of these three areas independently, we must remember that all three are ultimately connected and necessary for a comprehensive understanding of organizational behavior

Organisational behaviour is concerned with people's thoughts, feelings, emotions, and actions in a work setting. Understanding an individual behaviour is in itself a challenge, but understanding group behaviour in an organisational environment is a monumental managerial task. As Nadler and Thushman put it: "Understanding one individual's behaviour is challenging in and of itself; understanding a group that is made up of different individuals and comprehending the many relationships among those individuals is even more complex. Ultimately, the organisation's work gets done through people, individually or collectively, on their own or in collaboration with technology. Therefore, the management of organisational behaviour is central to the management task – a task that involves the capacity to "understand" the behaviour patterns of individuals, groups and organisations, to "predict" what behavioural responses will be

elicited by various managerial actions and finally to use this understanding and these predictions to achieve “control” (Uçkun, Arslan & Yener, 2020).

Organisational behaviour is concerned with the characteristics and behaviour of employees in isolation; the characteristics and processes that are part of the organisation itself; and the characteristics and behaviours directly resulting from people with their individual needs and motivations working within the structure of the organization (Tarba, Ahammad, Junni, Stokes and Morag, 2019). One cannot understand an individual’s behaviour completely without learning something about that individual’s organisation. Similarly, he cannot understand how the organisation operates without studying the people who make it up. Thus, the organisation influences and is influenced by individuals (Tarba et al., 2019).

Tran (2019), identifies key elements in the organisational behaviour as people, structure, technology and the environment in which the organisation operates. People make up the internal and social system of the organisation. They consist of individuals and groups. The groups may be big or small; formal or informal; official or unofficial. Groups are dynamic. They work in the organisation to achieve their objectives. Structure defines the formal relationships of the people in organisations. Different people in the organisation are performing different type of jobs and they need to be related in some structural way so that their work can be effectively coordinated. Technology such as machines and work processes provide the resources with which people work and affect the tasks that they perform. The technology used has a significant influence on working relationships. It allows people to do more and better work but it also restricts people in various ways (Uçkun, Arslan & Yener, 2020). All organisations operate within an external environment. It is part of a larger system that contains many other elements such as government, the family and other organisations. All of these mutually influence each other in a complex system that creates a context for a group of people (Uçkun, Arslan & Yener, 2020).

Effective Leadership Communication and Organisational Behaviour

It is important for participative leaders to appreciate the successful work of employees, to support the creativity of employees, to cooperate with employees, and to ensure a commitment to the organisation. When participative leaders share their plans with employees, the degree of satisfaction of what employees do, also begins to increase. It is imperative for employees to feel valued in terms of participative management and organisational behaviour (Afful-Broni, 2012).

Hair et al. (2019) posit that effective leadership communication positively affect both employees’ commitment to the organisation and their job satisfaction. This situation explains why employees that are valued show a positive attitude and behaviour. Employees are satisfied with what they reveal their intellectual and physical abilities. Instead of being directed to targets by leaders in their organisations, employees demonstrate their commitment to the organisation when they are taken into account, and their needs met. In organisations where

organisational communication is established healthily, employees are satisfied with their work and use their skills effectively (Jermsittiparsert & Urairak, 2019).

Chan (2019), argues that in the cases where organisational communication can be provided, the process within the organisation is positively affected. In other words, both the commitment of employees and their job satisfaction are positively affected and supporting research results reveals the importance of organisational communication. Organisational behaviour according to Kremer, Villamor and Aguinis (2019), is a psychological condition that allows employees to connect to the organisation, and for organisational behaviour to be healthy, the style of communication and leadership plays a key role for organisations. Job satisfaction expresses the emotional state of employees within their roles in the organisation, so it expresses the business attitude of the employees. This dedication of the employees is due to the desire to achieve general satisfaction (Hoel & Christensen, 2020). Effective leadership communication plays an essential role in ensuring this satisfaction and effective leadership communication impacts other leaders, social relations, high self-confidence, working-loving, equally, and forward-thinking leaders among employees (Kremer, Villamor & Aguinis, 2019). Within effective leadership communication, employees have an easy time in their work when making decisions about the work they will do, thus creating a desire and commitment to the job (Moyo, 2019). Arenas, Tucker & Connelly (2017) state in their work that effective leadership communication positively affects both job satisfaction and employee engagement. Besides, Widyanti (2020) states that effective leadership communication positively affects job satisfaction. Banjarnahretal. (2018) also explain that effective leadership communication positively affects both job satisfaction and organisational behaviour.

For this reason, the importance of how the organisation is managed and what effective leadership communication is governed is revealed. Leaders must take the idea of the employees and act together before making decisions for the organisation (Yahaya & Ebrahim, 2016). In this way, communication between upper and subordinates within the hierarchical structure is healthier and more open. When looking at the research on organisational communication, it is stated in the study conducted by Moyo (2019) that organisational communication positively affects organisational behaviour. Xie et al. (2019) also noted in their study that organisational communication positively affects job satisfaction. In the study by Widyanti (2020), it is explained that organisational communication positively affects organisational behaviour. Having a healthy organisational communication and managing the organisation as effective leadership communication not only provides employee satisfaction but also strengthens employees' commitment to the organisation. In future studies in this field, conducting research that examines the attitudes and behaviours of employees will significantly contribute to the literature.

Also Stokes et al. (2019) found that organisational communication and effective leadership communication have positive effects on organisational behaviour and job satisfaction. Effective leadership communication enables employees to participate in the organisation and to participate in the process about decisions to be made. In

this way, employees have the chance to express their views in the management of the organisation, so their allegiance to the organisation begins to form. At the same time, they realise that what they do means something. One of the most important features of a participative effective leadership communication is that they adapt quickly to changing environmental conditions to keep the organisation afloat. When you look at the variable effect of effective leadership communication mediation, it can be seen that organisational commitment and job satisfaction have a positive effect. Therefore, both the impact of organisational communication and the mediation effect of effective leadership communication positively increase the commitment and job satisfaction of the employees to the organisation. Effective leadership communication has an important feature that motivates and directs employees in achieving the organisation's goals (Tripathi & Agarwal, 2017). At the same time, by ensuring harmony between the employee and the organisation, it plays a key role in the realisation of common goals, has an important effect in responding quickly to environmental conditions in an intense competitive environment, and finds a joint participation solution to the problems faced by the organisation (Jabeen & Isakovic, 2018).

Rabie and Malek (2020) maintain that when one looks at the research finding on job satisfaction, it can be seen that there is good organisational behaviour because there may be differences in attitudes and behaviours of individuals working in different firm structures in different sectors. Especially when examined in terms of the limitations of the research, the research was carried out on white-collar employees working in companies in the auto industry. Hoel and Christensen (2020), opine that by comparing **organisational behaviour** with leadership communication, it is possible to measure and analyse the reactions of employees to job satisfaction. The reason for these differences is that working conditions and organisational structures vary from country to country (Hoel & Christensen, 2020). Therefore, differences in the attitudes and behaviours of employees may also differ in their responses to job satisfaction. Tripathi and Agarwal (2017) submit that in terms of organisational communication and effective leadership communication, the job satisfaction of the employees is positively affected by the results of the research. Since it is not correct for the research conducted in a particular sector to appeal to the general, it will be possible to obtain healthier results by analysing the responses of the employees through research conducted in different working conditions in different sectors.

Discussions of Empirical Studies

The study revealed that effective leadership communication strategies are important tools that a leader can use to influence organizational behaviour. Leaders used effective communication strategies to improve their employees' motivation. The following five themes emerged: (a) respectful communication, (b) two-way communication, (c) charismatic communication, (d) listening, and (e) feedback. Transformational leaders use these communication strategies to influence employee motivation.

Leadership style and leader communication strategies including respectful communication, or lack of it, influence employees' levels of motivation. Transformational leaders' strategies consist of communicating respectfully, which results in positively influencing employees (Bell & Roebuck, 2015). As shown in the literature review and the results of this study, respectful leader communication with employees is effective. This effective communication approach consists of respectful leader treatment of employees in the act of communicating with them. Leaders' respectful communication positively influenced employees. On the other hand, employees react negatively to disrespectful communication approaches. The study emphasized the importance of this communication strategy and its influence on their responses to the interview questions and documentation that they provided. Effective communication strategies consist of respectfulness (Magrivos, Apospori, Carrigan & Jones, 2020).

The study found that effective communication practices were consistent with transformational leadership communication approaches for successful employee outcomes. Transformational leaders communicate in a respectful way for improved employee outcomes (Bell, Powell & Sykes, 2015). The study revealed that lack of respectful communication or presence of disrespectful communication is one of the communication approaches that least motivates and even demotivates employees. According to Steyn (2017), respectful communication is important for interpersonal relationships and organizational success.

Effective leadership communicating with employees and exchanging information is important in the communication process for influencing employee motivation. Two-way communication between leaders and employees is one of the important factors that contribute to positive employee outcomes (Benson, 2015). This approach to communication with employees, rather than primarily using one-way communication, results in positive influence and outcomes. Given the individualized consideration factor, the practice of transformational leadership involves the use of two-way communication as an effective communication approach (Eckhaus, 2017).

The study found that leader and employee two-way communication enables sharing of ideas and performance improvement. This finding confirms what Jabeen and Isakovic (2018) revealed, that employees responded positively to the use of two-way communication to enable the expression of their opinions.

According to Netshitangani (2016), transformational leadership involves activating relations exchange of information. The findings from this study have shown that this communication approach improves employee motivation. Leaders can use two-way communication to gain employee cooperation and improve their outcomes (Oliveira & Marques, 2020). The participants engaged in conversations and exchange of information with employees. The study also, found that leaders use charismatic communication to influence employees' motivation. Transformational leaders use charismatic communication to motivate employees (Benson, 2015). Business leaders who practice transformational leadership style use charismatic communication to influence their employees' motivation. The study revealed that charismatic communication is a communication approach that involves energizing employees, not making them feel less, and making them feel good about themselves. Triangulation, which can serve as a validation method of this theme that emerged from interviews with documentation was not ideal given the essence of charismatic communication practice (Eckhaus, 2017).

Charisma is one of the four factors found in the transformational leadership style (Jabeen & Isakovic, 2018). The Charismatic communication as a theme was confirmed, and the study enhanced its validity through the member checking process. Transformational leaders use charisma in their effective communication to influence employees for desired outcomes (Malik, Javed, & Hassan, 2017).

The study revealed that charismatic communication is one of the best communication strategies for improving employee motivation. Leader charisma, including having an idealized influence to lead others to follow, is a behaviour of transformational leaders (Benson, 2015). Charismatic communication is an effective communication strategy that involves influencing employee motivation and bringing out the best in employees. Netshitangani (2016) found that employees dislike leaders selectively listening. Listening is an effective communication that transformational leaders use for positively influencing employees (Manik & Hutagaol, 2015). Transformational leaders practice active listening (Benson, 2015). By listening effectively, leaders can obtain complete information from employees. The study also found that Listening is an effective communication that influences employee motivation for improved outcomes (Bell & Roebuck, 2015).

Leader effective communication, including listening, contributes to employees acting desirably for a successful outcome (Oliveira & Marques, 2020). The study revealed that leader feedback to employees impacts employee motivation. The practice of effective communication, including offering feedback influenced employee motivation (Bell & Roebuck, 2015). The findings from the study showed that providing feedback in a positive way, which is identifiable with transformational leadership style, is preferred for positive influence on employee motivation. This effective communication strategy consists of providing employees with feedback in a precise manner. Leaders can use feedback effectively to influence employee outcomes. Transformational leaders provide feedback in a precise manner (Oliveira & Marques, 2020).

The study found that transformational leaders give frequent and positive feedback (Eckhaus, 2017). Giving feedback is an effective communication for successful employee outcomes (Netshitangani, 2016). The study showed that employees prefer feedback in a precise, constant, and positive manner. Feedback emerged as one of the best communication strategies for improving employee motivation and employees use of feedback is consistent with Jabeen and Isakovic (2018), findings of transformational leaders providing employees a response as an additional effective communication strategy. Leaders who practice transformational leadership style provide feedback to employees with an approach that involves being specific and positive. Charisma, inspirational leadership, individualized consideration, and intellectual stimulation are four factors of transformational leadership (Bell & Roebuck, 2015). Transformational leaders' use of effective communication approaches influences employees for improved outcomes. Transformational leaders inspire and motivate employees. Transformational leaders increase the motivation level of those they lead (Burns, 1978). Leader communication is important for the influence of employee motivation (Netshitangani, 2016). Employee degree of motivation reflects in employee performance level (Eckhaus, 2017). By improving employees' motivation through effective communication, the business leaders also influenced employees' performance, as

shown in theme, respectful communication). A leader can motivate employees by using an effective communication process (Lam,Huang &Chan,2015).

Transformational leader's communication strategies to influence employees positively include the following: respectful communication (Bell & Roebuck, 2015), two-way communication (Oliveira & Marques, 2020); Netshitangani, 2016), charismatic communication, (Malik et al., 2017), listening (Manik & Hutagaol, 2015), and feedback (Eckhaus, 2017). Application to Professional Practice Transformational leaders use effective communication strategies to influence employees positively (Ilyash, Yildirim,Capuk &Bozgul,2019). Leadership is very intentional, and leaders make organizational decisions in part based on a leadership philosophy (Oliveira & Marques, 2020).

Conclusion

The focus of this study was to explore the influence of leadership communication on organizational behaviour. Leadership communication plays a vital role in every corporation, as it decides whether employees are satisfied or not in the workplace. Effective leadership communication strategies are important to achieve good organizational behaviour. The study showed that leaders in corporate organisations use effective communication strategies, namely, (a) effective leadership communication, (b) two-way communication, (c) charismatic communication, (d) listening, and (e) feedback to positively influence their employees for improved motivation and good organizational behaviour.

Effective leadership communication strategies positively influence employee motivation and engender good organizational behaviour. Effective communication strategies are tools that leaders can utilize to improve their employees' motivation for better outcomes. The communication strategies that proactive leaders use are blended with charisma, resourcefulness, receptivity, respectfulness and openness make effective leader who can communicate appropriately to elicit good organisational behaviour for improving employee motivation and productivity.

Recommendations

The study, recommends that corporate organisations' leaders take the following steps: (a) evaluate their communication strategies, (b) incorporate effective communication strategies into their employee motivation tools, (c) practice the communication strategies daily as they develop each of them, and (d) evaluate the implemented communication strategies to determine usefulness. Organisations' leaders can improve their employees' motivation by practicing the positive influential communication strategies revealed in this study.

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