Effective Communication Results in Effective Leadership

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Abstract

A leader in their leadership must have the ability to build relationships among people. It is the core of fostering motivation, innovation, creativity, inspiration, dynamism, mutual respect, support, and responsibility that can be cultivated through communication. Effective communication is important to the organization's efforts to achieve its goals. Organizations often need help in achieving goals due to ineffective communication factors. In this case, effective communication skills are required. This study aims to obtain information regarding the effective communication to produce effective leadership. A literature review is conducted to explore much information about effective leadership and communication. Data collection methods were through collecting data from articles related to effective leadership and communication. Inclusion criteria were from original articles, literature reviews, and review papers on effective communication resulting in effective leadership. Effective communication can result in effective leadershi. Effective leader development and leadership behaviour are the major concerns in all types of organizations. Effective communication is an important part of the organization to achieve goals. Various obstacles faced within an organization require communication efforts in the organization as a reciprocal relationship. Communication plays a role in delivering messages to other parties and serves as a socio-psychological adhesive, especially in an organization that seeks synergistic cooperation. In this case, the character of effective communication is required. Effective communication requires two-way communication and reflects an equal partnership between different sources. Community empowerment is intended so that all parties are interconnected and not divided by each other. Communication can strengthen the resolution of issues related to cultural differences so as not to damage relationships despite differences. With effective communication, partnership relationships can be established in an effort to achieve common goals.

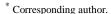*Keywords:* communication, leadership, effective communication, effective leadership.

1. Introduction

Leadership plays an important role in organizations. The success or failure of an organization is determined by the resources in the organization. In addition, a factor that has a very important role is the leadership factor. The main role of leadership is to influence others to achieve the objectives that have been set (Soliha & Hersugondo, 2018).

Effective leader development and leadership behaviour is a major concerns in all types of organizations. Leader development focuses on developing individual leaders, whereas leadership development focuses on development processes that inherently involve many individuals (e.g., leaders and followers or among colleagues in self-managed work teams (Day et al., 2014).

In reality, a leader is often faced with the condition where they have to make choices, especially when making decisions that are often dilemmatic. This is influenced by several factors, such as emotions, awkwardness, empathy, uncertainty, and others that undoubtedly significantly impact their leadership style, including decision-making. However, one of the indicators of an effective leader is whether their decisions are followed or obeyed by the members of the organization they lead (Amri, 2016).

A leader is defined as a person with the responsibility to influence one or more followers and direct them to achieve set goals. In doing so, a leader must be aware of the strengths of each follower and identify areas for improvement (Sethuraman & Suresh, 2014).

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Leadership is something that is something very subjective, as each person's perspective on someone's leadership is strongly influenced by the background of each point of view, such as considering the elements of subjectivity, style, behaviour, results, impact, and others. However, the most important thing that needs to understand is that a leader, in their leadership, must have the ability to build relationships among people, which is the core of fostering motivation, innovation, creativity, inspiration, dynamism, mutual respect, support, and responsibility that can be grown through effective communication (Amri, 2016).

Communication is a purposeful and strategic activity that people use to achieve personal and social goals (Donovan et al., 2021). Communication is the conveyance of information and understanding from one person to another. Communication is the conversation of verbal and non-verbal messages between the sender and the recipient of the message to change behaviour (Diniaty, 2013).

Effective communication is an important part of the organization in efforts to achieve goals. Effective communication is the process of exchanging ideas, thoughts, opinions, knowledge, and data so that messages are received and understood with clarity and purpose. Effective communication satisfies both sender and receiver (Coursera, 2023).

Organizations often need help in achieving goals due to ineffective communication factors. Various obstacles faced in organizations require efforts in organizational communication as a reciprocal relationship, not only in delivering the messages to others but also serving a socio-psychological adhesive, especially in organizations that require synergistic cooperation. Effective communication is necessary (Nasukah et al., 2020). This study aims to obtain information regarding the leadership effective communication to produce effective leadership.

2. Research Method

The literature review was conducted to explore much information about effective leadership and communication. This type of review article aims to gain information about the trade-offs between communication and leadership. The data source used a secondary source. The data collection method was through collecting data from articles related to effective leadership and communication. Inclusion criteria were from original articles, literature reviews, and review papers on effective communication resulting in effective leadership (Nawaz et al., 2016).

3. Results and Discussions

3.1. Leadership

Leadership is something that is very subjective, as each person's perspective on someone's leadership is strongly influenced by the background of each point of view, such as considering the elements of subjectivity, style, behaviour, results, impact, and others. However, the most important thing that needs to understand is that a leader, in their leadership, must have the ability to build relationships among people, which is the core of fostering motivation, innovation, creativity, inspiration, dynamism, mutual respect, support and responsibility (Amri, 2016).

3.1.1. Definition of Leadership

Leadership is largely defined as the process of influencing a group toward achieving goals and directing an organization to be more cohesive and coherent. Leadership is a process that causes others to take action to achieve a common goal. A leader carries out the process by implementing their leadership qualities, such as values, beliefs, character, knowledge, skills, ethics, experience, and culture. Leaders inspire people, move them to action and change the world. Leadership is a very complex social process (Soliha & Hersugondo, 2018; Dinibutun, 2020; Hogan & Kaiser, 2005).

Leadership is a process through which a person can direct, guide and influence the behavior and work of others toward achieving certain goals in certain situations. Leadership can be defined as the capacity to influence the realization of group goals. Leaders are expected to build a future vision and motivate organizational members to pursue the vision and improve performance (Harrison & Mühlberg, 2014).

Leadership aims to face and cope with the change, focusing on the long term and the great overview. Leadership includes a process of influence that involves the determination of group goals that motivate behaviour in pursuit of those goals, and keep the groups and cultures for specific goals that represent the values and motivations, wants and needs, aspirations and expectations of both leaders and followers (Kishore, 2020;Dinibutun, 2020).

3.1.2. What a Leader Should Have

To develop the leadership, they must have the following competencies (Amri, 2016):

- Technical Competence refers to the skills and specific technical abilities required in their respective field of management.

- Managerial Competence encompasses planning, organizing, mobilizing and supervising, controlling, evaluating and follow-up skills.

- Social Competence is the ability to interact with others (building relationships between people is the essence of management and leadership).

- Strategy Competence is the ability to predict and envision the future, formulate problems and develop problem-solving strategies.

- Ethical competence is a very important part of today's era in carrying out duties and responsibilities.

- Self-Motivation Competence has a very significant influence on organizational life and leadership style.

3.1.3. Leadership Style

Leadership style is important to motivate and increase the members' satisfaction level. Here are some types of leadership styles according to (Asghar & Oino, 2017; Rose Ngozi Amanchukwu et al., 2015):

- Autocratic Leadership Style
  Autocratic leadership is an extreme form of transactional leadership in which the leader has full control over the staff. Then, staff and team members have little opportunity to make suggestions, even if it is in the team's or organisation's best interest. The benefit of autocratic leadership is its high efficiency. Decisions are made quickly, and work to implement such decisions can begin immediately. However, most staff prefer to be treated differently. Autocratic leadership is often best used in crisis situations when decisions must be made quickly and without dissent (Hogan & Kaiser, 2005).

- Bureaucratic Leadership Style
  Bureaucratic leaders follow the rules strictly and ensure that their staff also follow procedures properly. This is the appropriate leadership style for jobs that involve serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or that involve large amounts of money. Bureaucratic leadership is also useful in organizations where employees perform routine tasks. The weakness of this leadership type is that it could be more effective in teams and organizations that rely on flexibility, creativity, or innovation (Rose Ngozi Amanchukwu et al., 2015).

- Charismatic Leadership Style
  Charismatic leadership theory describes what is expected from both leaders and followers. Charismatic leadership is a style that can be identified but is considered less tangible than other leadership styles. Often called a transformational leadership style, charismatic leaders inspire passion in their teams and are energetic in motivating employees to move forward. The excitement and commitment that results from the team is a huge asset to productivity and goal achievement. The negative effect of charismatic leadership is the amount of trust placed in the leader rather than in the employees. This can create the risk of a project or even an entire organization collapsing if the leader departs. In addition, a charismatic leader may believe that he can do no wrong, even when others warn them about their path; the feeling of invincibility can damage a team or organization (Mark Bell, 2013).

- Democratic/Participatory Leadership Style
  Democratic leaders make the final decision but involve team members in the decision-making process. They encourage creativity, and team members are heavily involved in projects and decisions. There are many benefits of democratic leadership. Team members tend to have high job satisfaction and productivity because they are more engaged. This style also helps develop employee skills. Team members feel part of something bigger and meaningful and are motivated by more than just financial rewards. The negative effect of democratic leadership is that it can falter in situations where speed or efficiency is critical. Another potential danger is team members need the knowledge or expertise to provide high-quality input (Rose Ngozi Amanchukwu et al., 2015).

- Laissez-Faire Leadership Style
  Laissez-faire leadership may be the best or worst leadership style. Laissez-faire, which is the French phrase for "let it be", describes leaders who let people work alone. Laissez-faire leaders let the responsibility and avoid making decisions; they may give the team complete freedom to do their work and set their own deadlines. The laissez-faire leader usually lets his followers have the power to make decisions about their work. This leadership style can be effective if the leader monitors performance and provides feedback to team members on a regular basis. The main advantage of laissez-faire leadership is allowing team members to have much autonomy,

resulting in high job satisfaction and increased productivity. The weaknesses are that this can be damaging if team members manage their time well and have the knowledge, skills, and motivation to do their jobs effectively. This leadership type can also occur when the manager needs more control over his staff (J., 2012; Ololube, 2013).

- Transactional Leadership Style
  This leadership style starts with team members agreeing to obey their leader when they accept a job. This transaction typically involves the organizations paying team members in exchange for their efforts and compliance. The leader has the right to punish team members if their work does not meet the appropriate standards. The resulting minimalist working relationship (between staff and manager or leader) is based on this transaction (undertaking to pay) (Harrison & Mühlberg, 2014).

3.1.4. Leadership Theory

There are many different perspectives on leadership because of the characteristics that distinguish leaders from non-leaders. Meanwhile, most current research has shifted from trait-based or traditional personality theories to situational theories, which state that leadership skills and leader characteristics determine leadership situations. A brief review of leadership theory will help set the foundation for further discussion. Here are some types of leadership theories (Rose Ngozi Amanchukwu et al., 2015):

- *The Great Man theory* states that leaders are born and not made. Inherent characteristics will emerge based on needs. These theories often describe leaders as heroic, mythical, and destined to rise to leadership when needed. The term *Great Man* is used because leadership was considered to indicate male qualities, especially military leadership (Sethuraman & Suresh, 2014;Ololube, 2013).
- Trait theory is one of the earliest theories of leadership. Similar in some ways to the great person theory, this theory assumes that people inherit certain qualities or traits that make them better suited for leadership. Trait theories often identify certain personality or behavioural characteristics shared by leaders. This approach focuses on basic traits, such as physical and personal characteristics, along with a leader's competencies. It is based on the assumption that basic traits are the reason for consistent leader behaviour in different situations. Like *the Great Man* theory, this approach states that leaders have initial characteristics that are carried from birth and remain consistent for a long time (Rose Ngozi Amanchukwu et al., 2015;Sethuraman & Suresh, 2014).
- Contingency theory focuses on environment-related factors that determine the most appropriate leadership style for a given situation. Various factors include leadership style, followers, and situation (Nawaz et al., 2016).
- Participatory theory describes the ability of a leader to engage in collective decision-making or the shared influence of subordinates in decision-making. This leadership style will help in motivating team members as their input is considered important. Participatory leadership theory suggests that leadership styles are ideal because they consider the input of others. This also encourages participation and contribution from group members and helps group members to feel relevant and committed to the decision-making process (Sethuraman & Suresh, 2014;Soliha & Hersugondo, 2018;Rose Ngozi Amanchukwu et al., 2015).
- Situation theory proposes that leaders to choose the best course of action based on situational conditions or circumstances. Different leadership styles may be more appropriate for different types of decision-making. For example, in situations where the leader is expected to be the most knowledgeable and experienced member of the group, an authoritarian leadership style may be most appropriate. In other cases, group members are skilled experts and expect to be treated in such a democratic style to be more effective (Harrison & Mühlberg, 2014).
- The behavioural theory of leadership is based on the belief that great leaders are formed, not born. This leadership theory focuses on the actions of the leader rather than on intellectual qualities or internal circumstances. According to behavioural theory, people can learn to be leaders through training and observation (Nawaz et al., 2016).
- Transactional theory, also known as management theory, focuses on supervisory roles, group organizational performance and the exchanges that occur between leaders and followers. These theories build leadership on a system of rewards and punishments. In other words, on the idea that a leader's job aims to create a structure that clearly clarifies what is expected by the followers and the consequences (rewards and punishments) correlated with expectations. When employees succeed, they are rewarded, and when they fail, they are punished. Managerial or transactional theory is often equated with management concepts and practices and continues to be a common component of many leadership models and organizational structures (Rose Ngozi Amanchukwu et al., 2015).
- Relationship theory, or transformational theory, focuses on the relationships between leaders and followers. In this theory, leadership is the process by which a person engages with others and is able to "create connections" to

increase motivation and morality in both followers and leaders. Relationship theory is often compared to charismatic leadership theory, in which leaders with certain qualities, such as self-confidence, extroversion, and clearly stated values, are seen as most capable of motivating followers. These leaders focus on the group members' performances and on each person to fulfil his potential. Leaders of this style often have high ethical and moral standards (Harrison & Mühlberg, 2014).

- Skills theory states that knowledge learned and skills acquired are important factors in effective leadership practice. Skills theory does not completely dismiss the relationship between inherited traits and the ability to lead effectively, but it argues that learned skills, developed styles, and acquired knowledge are the true keys to leadership performance. A strong belief in skills theory often demands considerable effort and resources for leadership training and development (Rose Ngozi Amanchukwu et al., 2015).

3.1.5. Effective Leadership

Effective leadership is the ability of a leader to execute the organization's vision and create a work culture that allows members to make meaningful contributions to the achievement of superior goals. An effective leader creates a strategic plan for an organization and also helps improve the organization's vision, secure and allocate resources and track performance to identify weaknesses and improve performance and efficiency (Team, 2022).

3.2. Communication

Communication began as a subject of rhetoric and developed through the advancements of Plato and Aristotle, eventually placing the study of communication in the liberal arts in early educational institutions from its development to the Renaissance (Banwart, 2020). Communication is a purposeful and strategic activity used by people to achieve their personal and social goals (Donovan et al., 2021).

The term *communication* in English is derived from the Latin word *communication* and comes from the word *communis,* which means to make something common. This means the same meaning. Therefore, it is stated that if two people are involved using language, for example, in the form of a conversation, there is a common meaning regarding the material being discussed. However, language similarity does not necessarily give rise to similarity of meaning. Understanding language itself does not necessarily lead to similarities in meaning. It is stated to be communicative if, two people who talk, besides understanding the language used; they also understand the meaning of the material being spoken (Diniaty, 2013).

Communication is the transfer of understanding of ideas/information from one person to another. It is known as the process of a person attempting to provide understanding through the reception of messages using symbols (Diniaty, 2013).

Understanding the meaning of communication above describes the background of communication mechanistically, sociologically, and psychologically. Mechanistically, communication is a two-way process that results in the transmission of information and understanding between each individual. Psychologically, communication is a process of communicators transmitting stimuli to modify communicant behaviour. While sociologically, communication is a process of giving an interpretation of the behaviour of the individual, what feelings want to convey and receiving a reaction from the person concerned (Diniaty, 2013).

3.2.1. Definition of Effective Communication

Effective communication is more than just exchanging information. It is about understanding the emotions and intentions behind the information. Besides conveying the message clearly, listening is also carried out to fully understand what is being said and to make the others feel heard and understood (Brown, 2015).
Effective communication is the process of exchanging ideas, thoughts, opinions, knowledge, and data so that messages are received and understood with clarity and purpose. Communicating effectively makes the sender and receiver feel satisfied (Coursera, 2023).

3.2.2. Obstacles of Effective Communication

Common obstacles to effective communication include (Brown, 2015):

- Stress and uncontrolled emotions tend to misread other people's situations, as they fall into unhealthy patterns of spontaneous behaviour. In order to avoid conflicts and misunderstandings, it is necessary to calm down quickly before continuing the conversation.
- Lack of focus results in ineffective communication. For example, when performing multiple tasks. It is necessary to avoid distractions and stay focused to communicate effectively.

- Inconsistent body language. Nonverbal communication should reinforce what is said, not contradictory. If it says one thing, but the body language says another, the listener feels that there is no honesty. For example, saying "yes" while shaking your head.
- Negative body language. Suppose a person disagrees or dislikes what is being said. In that case, they may show negative body language to reject the other person's information, such as crossing their arms, avoiding eye contact, or tapping their feet.

3.2.3. Keys of Effective Communication

Effective communication requires a two-way communication type and reflects an equal partnership between different sources. Therefore, a strategy is required in an effort to encourage the creation of effective communication with external stakeholders aimed at facilitating the active involvement of these various stakeholders. Partnerships require open communication to bring cohesiveness of thought that directs the use of the community in an effort to achieve organizational goals. Community empowerment is intended so that all parties are interconnected and prevent fragmentation by each other. Communication can strengthen the ability to address cultural differences without damaging relationships. Through effective communication, partnership relationships can be established in an effort to achieve common goals (Nasukah et al., 2020).

3.2.4. Communication Value

The value of communication is as follows (Fairhurst & Connaughton, 2014):

- Leadership communication is transmission and meaning-centred.
- Leadership (communication) is relational, not leader-centric or follower-centric.
- Influential organizing actions are the media and the result of leadership communication.
- Leadership communication is power-based, a site of contestation about the nature of leadership.
- Leadership (communication) is a multifaceted global phenomenon.
- Communication leadership lives on with the potential for reflexivity, moral accountability, and change.

3.3. Effective Communication Results in Effective Leadership

Leadership can be considered as one of the most observed phenomena, yet least understood. During the time passed, researchers have proposed many different leadership styles because no specific leadership style can be considered universal. Despite the various leadership styles, a good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. Conversely, an ineffective leader does not contribute to the progress of the organization and, in fact, can reduce the achievement of organizational goals. Effective leaders must be visionary, passionate, creative, flexible, inspiring, innovative, courageous, imaginative, experimental, and initiate change (Rose Ngozi Amanchukwu et al., 2015).

Effective communication is an important part of the organization in efforts to achieve goals. Often organizations experience failure in achieving goals due to ineffective communication factors. For example, the orders of a leader, who is essentially part of communication activities, often need to be clearer and easier to implement because the communication is ineffective (Nasukah et al., 2020).

Among the problems that arise in communication activities is known as *miscommunication* (errors in communication), so that the communication process could run better. The problem of errors in communication often causes the emergence of communication that is difficult to understand to be later implemented in organizational programs. Another problem is *top-down* communication, which tends to be rigid, which can cause organizations to be less dynamic in dealing with various problems that sometimes need to be addressed immediately (Nasukah et al., 2020).

Various obstacles faced in organizations require communication efforts in the organization as a reciprocal relationship not only plays a role in conveying messages to other parties but can also be a socio-psychological adhesive, especially in an organization that wants synergistic cooperation. In this case, the character of effective communication is necessary (Nasukah et al., 2020).

Effective communication requires two-way communication and reflects an equal partnership between different sources. Partnerships require open communication to bring cohesiveness of thought that directs the use of the community in an effort to achieve organizational goals. Community empowerment is intended so that all parties are interconnected and not divided by each other. Communication can strengthen overcoming matters related to cultural differences to damage relationships despite differences. Through effective communication, partnership relationships can be established in an effort to achieve common goals (Nasukah et al., 2020).

4. Conclusion

Effective communication is closely related to effective leadership. Various sources indicate that effective communication can solve obstacles in an organization. Through effective communication, it is able to establish a partnership relationship between leaders and group members; effective communication can result in effective leadership

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