



Theoretical Study to unveil the Relationship between the Communication and Leadership

Kavyashree D M

Faculty, Department of English,
Kamala Nehru Memorial National College for Women, Shivamogga.

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ABSTRACT

Effective leadership is often defined by a leader's ability to inspire, motivate, and guide a team toward accomplishing common goals. Communication plays a crucial role in these processes, facilitating collaboration, clarity of vision, and a positive organizational culture. This paper closely examines the relationship between communication and leadership by analyzing the multiple definitions of leadership from different theorists and great personalities. The paper also highlights how the various traits of communication impact leadership effectiveness and bring a positive change in a personality there by mold a common man to evolve as a great leader. It examines some communication theories and how they relate to leadership dynamics, discussing the challenges leaders face in communicating with diverse teams and the skills required for impactful communication in the modern world as a global village.

Key words – communication, leadership, interpersonal skills, soft skill, dynamic quality of leader, decision making, motivation.

Introduction

A number of administrators, military commanders, thinkers and students of management have made a careful study of the qualities essential in a leader. Their views are not unanimous or decisive because the thinking of each is conditioned by his own training and practical experience and because leaders diverge from one another as much as the people whom they lead. The primary idea, which is accepted by common experience, is that most of the leaders are made rather than born. Many people who are not natural leaders can still inculcate some spark of the requisite qualities: they can look for this spark and then develop it by training and practice. Even if it is not possible to cultivate some of the qualities to a sufficient degree, this knowledge by itself will make the leader cautious; further it will be possible, within wide limits, to compensate for a deficiency in one or two of the qualities by a little uncommon development of some of the other qualities. Thus, a slight deficiency in intelligence or in technical knowledge can be more than compensated by extra industry or by good manners and tact. A man who cannot produce many ideas of his own can develop in himself the ability to encourage and use the ideas of others, and can manage everything with his meticulous communication skills.

Objectives

- To examine necessary qualities of a leader in order to recognize the place of communication among them.
- To analyse the traits of communication in assisting a man to establish himself as a leader.

Scope of Communication

Communication and leadership are a wide concept to study, though this paper is restricted to analyse how communication skill is the expected, essential qualities of a man in order establish himself as a good leader and the role of communication in helping a leader to establish him as a great leader. The paper tries to reveal the relationship between communication and leadership skills.

Qualities of a leader as defined by theorist.

1. **Bhishma** : Bhishma, warrior-sage of ancient India, considered the following qualities necessary in a minister/leader or senior administrator:

- Intelligence and a good memory
- Efficiency and resourcefulness
- Good character and reputation
- Integrity and truthfulness; strict adherence to the path of righteousness despite temptations, fear and even displeasure of authority
- Kind heartedness and sympathy
- Modesty and humility
- courage
- persistence, ability to put up with hardships
- Sound judgement in regard to men and matters
- ability to speak well in public
- soft speech

By looking at the qualities listed out by the great warrior, Bhishma, that ability to speak well in public and soft speech, which are part of communication skills, it is evident that communication play a vital role in a man to establish himself as a leader. Not only Bhishma but several other modern writers have recognised the importance of being able to speak and write well is one of the necessary qualities of a leader.

2. **Robert Tannenbaum**: Robert Tannenbaum, an American politician and author, therefore, defined leadership as interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of a specialised goal or goals. An executive who is able to create confidence in his people would be able to influence them. Koontzs was, therefore, proper in defining leadership as influencing people to follow the leaders for the accomplishment of common goals.

3. **Ordway Tead** : Ordway Tead, American business theorist, opined that "leadership is the name for that combination of qualities by the possession of one is able to get something done by others, chiefly because through his influence they become willing to do it". Tead's opinion on leadership reveals that communication plays a pivotal role in motivating the subordinate to convince them to act according to the intention of the leader. Leader always motivates the group towards goals transforming potential

into reality for which the members of the group must be kept together. Thus, leadership is the ability to pursue others to seek defined objectives.

4. Keith David : Keith David, commenting on the leadership remarked, "Human skill is the ability to interact effectively with people and to build teamwork. No leader, at any organisation level, escapes the requirement for effective human skill. It is a major part of the role behaviour. Conceptual skills become increasingly important in higher managerial jobs because these leaders are dealing more with long range plans, broad relationships, and other abstractions. Conceptual skill deals with ideas, while human skills concern people, and technical skill is with things". This statement vividly proves that leadership role is closely associated with team building interpersonal interaction and human skills.

5. James J Cribban : James J Cribban has defined leadership as "a process of influencing a group in a particular situation at a given point of time and in a specific set of circumstances that stimulate people to strive willingly to attain the common objectives and satisfaction with the types of leadership provided". It is evident by the statement that leader influences other by his qualities viz confidence, communicative abilities, awareness of his impact on others as well as perceptions about the situation and his subordinate.

Ohio State Theory on leadership

One of the most revealed aspects of the Ohio State on leadership studies was the separation of two dimensions of leadership behaviour, recognized as "consideration" and "initiating structure". Leaders who were high on the "consideration" dimension reflected that they had developed a work atmosphere of mutual trust, respect for subordinate's ideas and consideration of subordinate feeling. Such leaders encouraged good superior-subordinate rapport and two-way communication. A low "consideration" score indicates that leaders are more impersonal in their dealings with subordinates. A high "initiating structure" score indicates that leaders structure their rules and those of subordinates towards the attainment of goals. They actively involved in planning work activities communicating appropriate information and scheduling in work. Studies revealed that high structure and low consideration were related to more absenteeism, accidents, grievances and turnover. The study highly shows the significance of effective communication among the leaders and subordinates, in turning a working environment more operative, mere exchange of information creates a havoc in the process.

Old and New Perceptions of Leadership

The old perception of leadership is that a leader uses his power to secure the support of a subordinates. But leadership over a protracted period of time requires not only power but also an understanding of the feelings and the problems of subordinates. Power alone is inadequate means of motivating most of the employees. The major purpose of the present concept of leadership is to guide and motivate the behaviour and consideration of the subordinate's views. Leader needs to establish a relationship of warmth and understanding. This is possible only through two-way communication within an organisation. A leader should have the ability to communicate and should be a good listener. He should process the ability for verbal communication, written communication and non-verbal communication. He should be able to sum up the opinions and viewpoints of his group and be able to express them more sharply and decisively than other members of the group. This diligence qualities of communication, if inculcated, would help a man to establish himself as a great leader.

By looking at the above studies and statements on leadership, we can easily conclude that success of a leader thrust more on communicative abilities. It is a process involving interchange of facts, viewpoints and ideas between persons placed in different positions to achieve understanding through effective communication. If communication skill is brought in touch with will to work and both combine together lead to team work. Communication involves emotions, interest, experience, ideas and

attitudes. Hence, it is one of the greatest sources of power and the most significant characteristic of mankind.

Traits of Communication- aid a person to become a Leader

Communication is the process of passing and understanding information from one person to another. The term communication is derived from the Latin word 'communis' which means common and thus, if a person communicates, he has established a common ground of understanding. Communication is to inform, to tell, to show or to spread the information. This communication may be defined as interchange of thoughts or information to bring about mutual understanding and confidence or good human relation. It is the intercourse by words, letters, symbols or messages. It is an interchange of facts, viewpoints and ideas which brings about unity of interest, purpose and efforts in any organisation. The following traits of communication are significant to attain of leadership qualities.

1. Communication- a flash of light to many challenges in Management : Effective communication is a flash of light and even often more illuminating. It enables us to see others and make ourselves seen and known. It is a distinctive human characteristic and sets one man apart from another. Without communication we cannot live or work together in an organised way or pass ideas, innovations and inventions from generation to generation. It is no exaggeration if we say that good leaders are good communicators and poor leaders are usually the opposite. If we analyse the genesis of any crisis that arises in any organisation leading to strained labour management relations we find that it generally arises from gaps in communications.

2. Communication - A Life Time phenomenon : It has been established that an average human being in his lifetime talks for nearly 27 years which, if recorded, might cover 10000 books of 400 pages each. It has also been found that an average human being spends 80 to 90% of his working time in communicating with others, out of which 60% is spent in talking or listening and 20- 30% in reading and writing.

An organization is the coordination of the number of individuals for the achievement of some common explicit goals. It is of utmost importance that policies, objectives which an organisation has to follow are suitably communicated to its work forces so that they are able to carry out their work in accordance with the guidelines laid down. Therefore, communication is an essential function of organisation and other activities such as planning, organisation, directing, coordinating and controlling can only be implemented successfully if they are communicated effectively. All these activities are carried out under the supervision of a leader continuously; thus, a leader needs to be an effective communicator throughout his life there is no alternative for communication.

3. Communication - A Process of Change

Communication is a process of change. In order to achieve the decided result, communication necessarily be effective and purposive. Communication sometimes is taken to be only transference of ideas for producing meaning. In fact, the meaning is in people and not in words alone. People, therefore, are important and accordingly one should try to study the audience. It is easy though not accurate to say that it is transferring a bucket full of meaning from one head to another. Hence, a good leader needs to be very careful and competent in transferring his or organisation's intention to the subordinates with a positive environment.

4. Communication - An Art of Expressing the Right Things at Right place.

It is an art of expressing the right things at the right occasions but it is far more difficult to leave the unsaid wrong at the tempting occasion. It is, therefore, necessary for a sender to know the contents of the message and then to select the right type of communication channel, suitable for its transmission, to properly reach the receiver or audience. In doing so, one has to develop the necessary skill by shaping

appropriate attitude with proper knowledge in the light of existing social systems based on culture. Thus, knowing the proper channel of communication and the ability to express right things at right place is considered as one of the expected behaviour of a leader.

5. Communication-Grows in a Climate of Trust

Communication grows best in a climate of trust and confidence. It satisfies the need of self-expression of the people who work and also those who get the work done from others. Effective communication leads to higher productivity and job satisfaction. The prime concern of any organisation is that a leader should work for the growth of the organisation. A dynamic leader creates a climate of trust with open communication, which in turn assist in increasing the trust among the people and thereby the productivity.

6. Communication - avoids hostility in an organisation

The success of a leader depends on how clear he is in his own mind about his basic functions and how effectively he can transfer or clarify his thoughts to others. This involves a skill of helping others to understand the leader and to be understood by him. Many of the most perplexing problems which a leader has to face every day are people centered. These have their roots in a lack of understanding causing negative or even hostile attitudes among the subordinates. Such situations can, however, be avoided through effective communication. The modern concept of leadership executing persuasion rather than command places a great premium on communication.

Outcome of the study

- In the present world production and administration is only possible through team spirit and which can be attained through co-operation and co-ordination, communication is like a net through which all activities are united.
- The concept of delegation of authority has become indispensable in to-day's large-scale organisation and it can be achieved diligently through communication.

Conclusion

A good communicator can establish an effective interpersonal relationship among the people. One who fails in interpersonal relationships may have the possibility to fail as an effective leader. Undoubtedly effective communication is one of the most essential aspects of supervision. The supervisor communicates with his work groups subordinate and peer group. There is a positive relation between the effectiveness of communication and the influence level of the supervisor on the group, and the product activity of his group. All the studies concerning supervisory effectiveness have proved that the supervisor's communication skill goes a long way in his effectiveness and in his productivity. If we consider leadership as coin, we can say that communication is the tail side, an important face, that adds a proper value, denomination to the particular coin.

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