

Impact of leadership responses to communication challenges in organizational development

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ABSTRACT

The study was conducted to assess the importance of Leadership responses in relation with the communication challenges in socio economic stress situations which is faced by the organization and as result the organization suffers. A literary gap was identified where the impact of leadership responses and its impacts on communication challenges in organizational development was not previously studied and analyzed empirically. The study helped in analyzing such gap and helped in making implication based on the results generated by empirical findings. The statement of hypotheses was analyzed through a rigorous analysis of the data obtained from the telecom sector of Pakistan. In conclusion, all the hypotheses were tested where all are significant and were accepted and support the study. The contribution of such researches was vital for this study in making a sound theoretical model to analyze the impacts of leadership responses and communication challenges in the organization.

Keywords: Paradoxical Thinking, Relational Being, Controlled Reflecting, Inclusive Behavior.

INTRODUCTION

In the current era, organizations face many hurdles, challenges and threats from the external environment as well as from the internal environment. Like challenges from the turbulent environment, competition and future changes in the customer demands, technology, strategy and culture. The rate of change which occurs in today's era is intense as compared to the past decade and now there is recognition that all the organizations are fundamentally effected by their environments (Scott, 2010). Globalization makes any local problem spread widely and becomes global (Haung & Lin, 2011).

Organizational development is a set of theories, values and strategies based on behavioral sciences with the planned change for the purpose of improving employee's development and also raising the performance of organization with the help of the members of the organization (Porrás & Robertson, 1992). Currently organization development signifies one of the unsurpassed strategies for deal with the extensive changes coming in the environment. They perceived that there should one best solution for the whole organization like if we take total quality management and consider it the best solution for the

organization performance, process design and development and do not take wide problems about organization structures then it creates risk for the organization and its survival (Jackson, 2003).

Leadership plays the most vital role in the organization success and development. The organization wholly and solely depends on the actions and behavior of the leaders of the organization. Majority of the organizations faced failures in the current era even not knowing the root cause of it failures. Especially the leader's thoughts regulate and determine the nature of the communication in the organizations. So when the leaders thinks undesirably and negatively, so in response he/she will get negative consequences like thoughts and feelings from the lower levels or followers of the leaders. The study is being carried out with the following objectives:

- To investigate the impact of leadership responses (paradoxical thinking, positive thinking, control reflecting and inclusive behaving) on communication challenges in organization development.
- To find the relationship between the leadership responses and organizational development.

This study of the research topic leadership responses is not very rare in today's organizations. Many researchers have been carried out the study on leadership responses associated with the organizational development. It is a real and genuine issue and it has certain significant impacts even serious negative outcomes on the organizational development.

It is investigated from the past studies that seventy percent of the organization fails to achieve their goals. As leadership has the central role in the advancement of a company, this process needs very effective and challenging qualities of leaderships that has the capability to identify the utmost desirable figure of the company and handle the issue of changes in the organizational context in most applicable manner. The leadership responses impacts on communication challenges in organizational development will bring unique results and worthy understanding to the leaders as well as to high level management of the organizations as to how tackle such issues arise in the socio economic stress and transform it for the development and advancement of the organizations. The research aims at investigating the leadership responses impacts

on organizational success. This topic needs to focus seriously in Pakistani contexts in different organizations, it may be teams, workgroups, educational organizations, for profit and for non-profit organizations, because leadership responses and its relationship with communication challenges has been discussed very infrequently, exposed from the literature.

LITERATURE REVIEW

The past four surveys presented that the leaders and followers want loyalty from each other in the organization (Omary, Abu-Tineh & Khasawneh, 2009). One study is conducted in Healthcare organizations (HCOs). They designed the management and organization practices through four factors; first one is distinctive and mostly professional staff, the second is challenging external environments, third is conflicting mission and last one is multifaceted day to day task environment. They ascertain two serious challenges, organizational learning and implementing high effective contribution of management practices in the hospital they faces. They discussed how combine contextual attributes to blunt organization and socialization struggles; reinforce silence which in turn undermine organization learning and condense leadership weak and susceptible to demands of several professions to emphasize control over their own professional application. The explosion of outsourcing, creating the organization with limited socialization and hindrances in communication and coordination among different individuals having different backgrounds, means that more organizations will come to resemble HCO's (Rousseau & Ramanujam 2006).

Leadership

Leadership plays an essential and pivotal role in achieving targeted goals and to survive in the long run in the competitive world. An important element for a successful change in any organization is "Leadership" (Smith, 2005). Leadership is a deed of will "leading requires changing not only the way you think and the way you act, but also the way you will. Leading is taking charge of your will-the inner most core of your humanity". Greek philosophers Aristotle and Plato in 400 to 300 BC discussed leadership characteristics and its education. At another place rigorous study of leadership commence with the work of sociologist Max Weber in the beginning of the twentieth century and further he divided the leadership in three stages and every stage include prominent strategy of research and focus of interest. The new theories of leadership are totally different from those old theories and recently they elucidate extraordinary leadership and performance beyond expectations (Dorfman, Paul & Costlay, 2002).

Communication/Communication Challenges

One of the most important responsibilities of leader is open communication within the organization all members who are involved in making of decisions at all levels. World Bank defined organizational communication as making a balance between constraints and innovation and focusing on individual's way of communication to overcome constraints that are embedded in in organizational structure that promote

change and creativity. Communication is often discussed as a factor that determines the attitude towards change. Armenakis, Harris and Mossholder (1993) argued that readiness for change can be created through effective communication of the message for change. Organizational communication (OC) theory stresses that communication is a central means for organizations.

Martines (2012) stated that real organizational communication within a small organization can be achieved through a transformational leadership style while a transactional leadership style limits communication and productivity of the employee within a small organization. Communication has been presented as a strategy for dealing with resistance to change (Kirkpatrick, 1985). To get efficiency and effectiveness the leader involve those individuals freely in the every process of organization This problem is occurring not only in the organization boundaries but widespread. The leaders of today's organization are faced with the communication challenges. Communication within organization is not only difficult but also critical to its success. Information is the main tool for boosting economies.

Today, the complexity of modern organizations executes a heavy affliction on the role of communication in refining organizational enactment. Progresses in technical competence have led to a need to reassess the nature of work on the part of organizational members. A common belief is that most poor management verdicts effect from useless communication. Part of these communication challenges in ever-growing business environment is overcome by leader's responses to these challenges. Garner and Barnes (2013) focus on the communication between educators and non-academic practitioners. The study found that interpersonal skills were important to the employees in the organization that bring good results in the development. Canary, Blevins and Ghorbani (2014) found one issue in analysis of materiality role in the process of policy that comports with current consideration by organizational scholars to the social material relationship in the organizational process and found miniature importance on ethics and social justice. The results divulge that there remains an information transfer statement about communication policies amongst organizational practitioners with a huge dependence on communication which occurs from top-down, replicating a conduit image for communication.

Appelbaum, Lefrancois, Tonna, and Shapiro (2007) concluded that communication is of utmost imperative among all other factors of influence. Moreover, honest and recurrent communications among organizational members are capital to mergers and acquisitions success. Akkirman and Harris (2005) argued that providing managerial support and trust among managers and other workers in the organization are absolutely depend on effective communication.

Leadership Responses

Paradoxical thinking. Paradoxical thinking is intellect which is characterized by the contradiction of shared logical

techniques even nevertheless this form of thinking can be correlated with twisted thought procedures like those appearing in schizophrenia which is a type of personality disorders. It can be used as a process of refraining difficulties and aversive opinions in a positive manner. The greatest freedom which the leader has is of selection and the important choice of the leader is to taking decision of what she/he thinks and why he/she is thinking about that unique way except others in common. The leader is that what he thinks in majority of situations (Nightingale, 1956).

Positive thinking/ relational being. The relational being raises strength to maintain positive communication and interactions with the organization individuals. It plays main role in the integrative part of the organization and in the improvement of organizational development. It focuses and reflects the importance of the interactions of individuals within the organization and also discuss the strength that result from maintaining a positive basis for this interaction among the leaders and organization members. For the human transformation maintaining and motivating the positive communication and communications in the organization of relational being/positive thinking is a prerequisite. When there implement and establish an environment of openness and shared respect as a result a new entity is created and take birth. As a leader that are involve in the perceptual renovation that are inborn in relational being, they start to comprehend the external certainties shared by the individuals, frequently develop a prognosis of their innermost beliefs through the receptiveness of other individuals to the leaders implementation of that (Darling & Heller 2011). In many aspects the positive communication behavior become the mirror for these leaders often see themselves in the organization and when the value of the one member observed in the other, then those observation often provide reflection of the leaders own values in the organization then these values provide reinforcement feedback about their own psyche of the leader. An interaction based on unrestricted affirmative regard and also the recognition that in appreciating others, so individuals also identifies an appreciation for themselves is principles of relational being. As all done, leaders and their associates involve discovered that all the relationships are unusual chances for learning and all comes with purpose (Northouse, 2010).

Controlled reflecting. Controlled reflecting promotes responses based upon internal thoughts instead of external thoughts. Controlled reflecting is the capability of a leader to separate, analyze and pick up and find the key “thoughts and feelings” that are cheerful, constructive and supportive that can increase organizational development and then the leader emphasis on their own thoughts and feelings on those present choices. The basic foundation of controlled reflecting is that the individual in a control of how he/she will have to respond to the outside environment. Individual is free how he or she responding to the outside environment and how he/she make the sense of world. It is common and ever know that an individual have control over his behavior instead of others. All

which a leader can offer or take is only the information and taking decision on the basis of that is also depend only their own choice (Glasser, 1998). Negative thoughts are become exhaust and positive thoughts and opinions are get energized and if a leader know that it is right then this cannot easily solve and support persistent widespread stress that is common in today boisterous socioeconomic situations. Likewise in control reflecting the leadership response in these aspects makes the leaders and their associates to feel good internally irrespective of what is happening outwardly. These are essentials for the leaders internally which evolve responses instead of what is happening outside in the environment. So leaders and their associates learn in what way they can change inside energy by changing feelings of the mind when they realized, recognized and implemented this perspective (Dyer, 2004).

Inclusive behaving. Inclusive behaving supports actions based on apprehension for the whole individuals that are out or in. Inclusive behaving is concentrating on the ability to make leadership decisions and improve organizations whose subjective reveal a concern for the total members that are interlink with the organization. Facing the pressures of the socioeconomic stress, the organization needs to become united to neutralize and minimize the situation full of stress and anxiety and to take the organization to development side and smooth operations (Bartlet & Ghoshal, 1987).

Unreliable discoveries and procedural problems caused in increasing with the behavioral and based on contingency leadership. Now research set the phase for a paradigm shift. The new theories of leadership are totally different from those old theories and recently they elucidate extraordinary leadership and performance beyond expectations (Dorfman, Paul & Costlay, 2002).

One of the most important responsibilities of leader is open communication within the organization all members who are involved in making of decisions at all levels. To get efficiency and effectiveness the leader involve those individuals freely in the every process of organization. Often individuals in organization do not feel free to utter their own mind views, especially in such situations where there is an unevenness of social supremacy. This problem is occurring not only in the organization boundaries but widespread. In this aspect an American Society of Friends confronted prevalent societal attitudes in a report titled “*Speak truth to Power*” (Cary, 1955).

Hypothesis

H₁: Paradoxical thinking has positive impact on communication challenges in organizational development.

H₂: Relational being has significant impact on communication challenges in organizational development.

H₃: Control reflecting resulted positively on communication challenges in organization development.

H₄: Inclusive behaving is negatively associated with the communication challenges in the organization.

METHODOLOGY

Research Design

The study is quantitative in nature and the main objective of this paper is to find and empirically test the results of the leadership responses and it impacts on communication challenges in organizational development. The conducted research is causal study of the independent variables on dependent variable.

The sector for this study was private telecom and software services sector of Pakistan. Organizations like Telenor, PTCL, Datum square and Netcom technologies ltd were considered for this study. Only offices located in Islamabad and Rawalpindi were considered for this study. In all a total of 220 survey forms were distributed, out of which 204 were returned back. Some had to be discarded for one reason or the other. The unit of analysis was all-level employees of these organizations. A structured questionnaire measuring response of variables on five point Likert scale ranging from “Strongly Disagree to Strongly Agree” was used to get response from population. The questionnaire contained 55 items.

Statistical analysis was done through SPSS-20 software. In the first place a demographic analysis was carried out. This gave us the identification of the respondent, their age, marital status, gender and work experience. Descriptive analysis test was used to see the mean and value of standard deviation of results. Confirmatory factor analysis test was conducted to verify the adequacy of the sample data. The results of this test allowed us to conduct further analysis. In order to test the survey form’s reliability, Cronbach’s alpha technique was used. Similarly, in order to judge the impact of independent variables on the dependent variables, reliability analysis and regression analysis test were done. In order to identify as to what extent the two variables are related co-relation technique was employed.

DISCUSSIONS

The purpose of this study is to find out the relationship and the impact of leadership responses on communication challenges in organizational development. In this respect different tests were performed on the data collected by the researcher and the results are tabulated.

Table 1
Demographic Analysis

Demographics	Frequency	Percent	Valid Percent	Cumulative Percent
Datum Square	56	27.45	27.45	29.8
Netcom technologies ltd	53	25.98	25.98	55.78
Telenor	47	23.03	23.03	78.81
PTCL	48	23.52	23.52	100
Respondent Yes	204	92.72	92.72	92.72
Identified No	220	7.28	7.28	7.28
below 25 yrs.	56	19	19	21
25-40 yrs	109	66	73	94
Above 40 years	39	5.3	5.8	100
Male	141	79	80	80
Female	63	11	12	100
Single	107	50	54	54.8
Married	85	40	43	98.11

Divorced	15	1.8	1.9	100
Less than 5 years	70	32	34.6	34.6
5-10 yrs	105	48	52	87
More than 10 yrs	29	10	11	100

The first column in Table 1 Show the organizations where the survey form was distributed. Equal numbers of forms were distributed in the four organizations. The table reveals that maximum number of respondents i.e. 29.80% come from Datum Square, while the lowest number of respondents i.e. 21.15 belong to Telenor.

The next column in Table 1 shows the age of respondents. Highest number of respondents lay in the below 25 years group i.e. 66 percent. While the lowest percentage of respondents lay in above 40 years group as there were only 39 of them.

The next column in Table 1 shows the gender of the respondents. Male respondents dominate this column with nearly 70% of the total, while the number of female respondents was only 30%.

The next column in Table 1 shows the marital status of respondents. Highest number of respondents (52%) belonged to the “single” and 41% belonged to the “married” category. The rest of the respondents were married except for the 15 of them who were divorcees.

The respondents were asked to specify their length of service. They were given three options. The first category was up to 5 years, the second was from 5 to 10 years and the last one was above 10 years. Only 29 respondents fell in the last category which is minimum numbers. Among those considered, 51.47% of the respondent belonged to the second category i.e. in the bracket of 5 to 10 years, while the remaining 34.31% had less than 5 years of service.

Table 2
Reliability Analysis
Reliability analysis of the sample data (N=104)

Description	Cronbach’s Alpha	No. of Items
Relational Being (RB)	0.778	11
Inclusive Behaving (IB)	0.769	11
Controlled Reflecting (CR)	0.778	11
Paradoxical Thinking (PT)	0.734	11
Communication Challenges (CC)	0.756	11

Sample reliability test was done to check the value of Cronbach’s alpha that shows the inter-item consistency reliability. A sample of 204 randomly selected respondents was taken for this purpose. For four variables of study the Cronbach’s alpha values ranged 0.734 to 0.778. Sekaran (2003) argued that the value of Cronbach’s alpha should be more than 0.60. Lesser values would show weak reliability of results.

After the successful testing of the sample data, a reliability test of the entire data was done. The results of the complete data tests are shown in Table 2.

Table 3
Descriptive Statistics

Variables	Mean	S.D	Skewness	Kurtosis
RB	3.15	.314	1.54	4.02

IB	4.54	.543	-.442	-.604
CR	3.01	.893	.472	.258
CC	3.22	.467	-.143	3.585

The Table 3 displays the values of mean, standard deviation, Skewness and kurtosis. Most of the Mean values of the variables, as shown, are above 3 which indicate that respondents gave more positive responses or they are going to mostly agree to the questions asked in the scale. Likewise, it was found that mean values are inclining toward agree side by the respondents, but slightly at the side of neutral responses, while standard deviation tells about the deviation from the standard or mean. The values of Skewness which shows asymmetry in the data distribution and the signs shows the directions of the data, so in this study two variables are negatively skewed and two is positively skewed while the kurtosis exhibit peakedness or flatness of the distribution in the study. The relational being and controlled reflecting kurtosis values are more than 3 so it is leptokurtic distribution while the other variables are platikurtic.

Table 4
Correlations

Variables	PT	RB	IB	CR	CC
	1				
RB	.278**	1			
IB	.196**	.446**	1		
CR	.422**	.222**	.165**	1	
CC	.479**	.385**	.152**	.293**	1

**p<0.05, *p<0.01

Table 4 exhibits the linear relationship between the independent and dependent variables. Researcher determined from the table that correlation among the independent variables is not too high but significantly positively correlated with each other, it shows that there is no multi-collinearity problem exist among the independent variables.

Table 5
Regression Analysis

Hypothesis	R²	B	t-test	F-test	Sig.
H₁	0.5	0.34	10.01	201.4	0.00
H₂	0.1	0.26	7	15.41	0.00
H₃	0.1	0.06	5.01	52.19	0.00
H₄	0.5	0.08	11.63	38.49	0.00

Note. R=0.554; R² = 0.307; Adjusted R² =0.279; F = 10.94

Hypothesis 1: Paradoxical thinking has positive impact on communication challenges in organizational development. The value of R square (.512) and t-test (10.01) confirms the hypothesis.

Hypothesis 2: Control reflecting resulted positively on communication challenges in organization development, proved by the value of R square (0.061) and t-test (7.00).

Hypothesis 3: Inclusive behaving is positively associated with the communication challenges in the organization. Hypothesis is accepted, R square (0.096), t-test (5.01) with significant value of 0.00.

Hypothesis 4: Inclusive behaving effect positively communication challenges in the organization. Hypothesis is accepted, R square (0.452), t-test (11.63) with significant value of 0.00.

At last the F static values given in the above table 5 that exhibit the overall significance of the whole model. Thus, all the values of the F static is larger as well as paradoxical thinking, controlled reflecting and inclusive behaving are significant at 5% level while the relational being is significant at 1% level.

Considering the study, previous literature and analysis of results it can be drawn certain conclusions and recommendations. In order to conclude the discussion first it has to take a look at the propositions and their outcomes. To answer the research questions different hypothesis were developed and then tested in order to find out whether any relationship exists between the dimensions of leadership responses (Paradoxical Thinking, relational being, inclusive behaving, controlled reflecting) and communication challenges in organizational development.

CONCLUSIONS

This study concludes some theoretical implications which highlight its significance. In the past mostly the researchers studied the leadership responses dimensions (positive thinking, inclusive behaving, etc.) and checked its relationship with different outcomes such as task performance, job satisfaction, organizational citizenship behavior, commitment, absenteeism and trust etc.

However, the current study fulfills the gap in the study of leadership responses dimensions (Paradoxical Thinking, relational being, inclusive behaving, and controlled reflecting) with its relationship to the communication challenges in organizational development.

LIMITATIONS AND RECOMMENDATIONS

This study has some practical implications with respect to the costly problem of communication challenges. The study's findings might lead managers to handle communication challenges responses that are necessary for all employees with a view to lessen the negative and worse impacts of communication challenges arise from the social and economic stress of the outside environment. Therefore this study helps the managers to rather than solving problems could prevent the occurrence of these problems. It provides a complete insight that how organizations can make their members more committed to their organizations by adopting such leadership responses. It is felt that in Pakistan both public and private sector organizations are facing the issues of different types of communication challenges; this study provides them an opportunity to know about the reasons and plan remedial

measures to those issues.

During the course of the current study Leadership responses dimensions (Paradoxical Thinking, relational being, inclusive behaving and controlled reflecting) were used as independent variables, communication challenges in organizational development as dependent variable was studied. In future studies the different leadership styles would need to be investigated and check it's consequences on the organizational performance, on the motivational and commitment level of employees. At the same time leadership responses may also be studied with positive outcomes like employee's loyalty and its job performance.

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