

The Role of Effective Communication in Leadership: A Comparative Analysis of English Language Skills and Management Strategies

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Abstract

Communication is central to leadership and determines how organizations function and how employees are motivated. Therefore, this research paper aims at comparing English language ability, and management skills, and other elements of leadership. This paper undertakes a qualitative approach wherein the authors review literature and numerous case studies from diverse industries to explore the role of English language proficiency in facilitating leaders to articulate a vision, mobilise people and get things done. At the same time, the paper considers how different managerial approaches, including transformational and transactional leadership, depend on communication to be executed. High English language proficiency improves the message clarity and interpersonal communication, but it is the ability to find and implement effective management approaches that promotes creativity, teamwork, and effectiveness when working in a global environment. The present study demonstrates the co-dependency of language skills and strategic management for the accomplishment of organizational goals and aims.

Keywords: Effective communication, leadership, English language skills, management strategies, organizational success, transformational leadership, transactional leadership, global workplace.

1. Introduction

In the contemporary environment characterized by the growing international business connectivity, leadership is measured according to the clarity and directness of its messages. If reduced to its essence, leadership can be described as the ability to lead the business, its members and resources in the accomplishment of organisational objectives. Communication therefore becomes the roadmap that a leader needs to effectively get his message out, create rapport and work in tandem with other people. Out of the numerous communicative skills, mastery of the English language and the use of right management practices are distinguishing features.

English today has been emerging as an important medium of communication in multinational organization and multicultural environment. Knowledgeable in English helps leaders to overcome barriers in communicating, interacting with investors and other stakeholders and challenges of the global markets. However, this language competence is fragile without effective management that ensures the communicated goals have back up to meet organizational goals.

Styles of leadership ones include the transformational and the transactional categories of leadership calls for effective use of communication skills in order to motivate and direct the group. Self-transformational leaders, for example, embrace communication to transform, innovate as well as encourage the inclusiveness of subordinates in the workplace. In contrast, the second category of leaders, the transactional ones, rely on order and predictability, which both largely depend on communication.

The purpose of this research paper is to examine how levels of English language proficiency impact the leadership performance of management approaches. Therefore, to achieve this objective of the study the following research question will be used: How do these two elements enhance leadership in both the domestic and international business environments? Moreover, it explores the effects of communication on the quality of organizational performance, attitudes of employees within an organization, and cross cultural working, with particular emphasis on the roles of leaders in mediating for organizational effectiveness in the current complex business world.

The existing literature will be discussed in the forthcoming sections that are titled Review of literature, Methodology, Findings and Implication to leadership development and organisational strategy.

2. Literature review

Various research over the past few years have paid much attention to the importance of communication in leadership, particularly in today's world, where managers and leaders are expected to operate across cultures. This section presents literature from the year 2021 onwards about the role of English language proficiency and management strategies to leadership outcomes.

The communication aspect has remained a great area of focus in the leadership researches to date. Communication and cultural competence has been considered by Nguyen and colleagues (2022) to facilitate effective leadership practices and promoting engagement, as well as inclusiveness, and trust. According to the authors, this research established that in multicultural teams, communication that is accurate and proper minimises misunderstandings and fosters synergy in objectives. Besides, the leaders who can vary their communication behavior depending on cultural barriers can become successful leaders in global settings.

In addition, Cabrera and Unsworth (2021) identified that when communication competency is developed within internal employees/teams, it also enhances relations with other stakeholders; an important attribute in networked organisations that are increasingly global. This supports the notion that communication plays the role of mediator between the leadership intent and organisational consequence.

English that has become the leading international language in business operations, has become an important tool in leadership. In analyzing the impact of leadership of the fortune 500 multinational companies Chen and Wu (2023) explained the impact of English language in leadership effectiveness. The authors of the study argued that, owing to superior English language skills, executives who operate in intercultural settings can more effectively coordinate projects with multicultural teams, negotiate with partners in different countries, and put together successful strategies to promote cooperation in global business environments. Education in the English language also helps in expanded market access and connection, which increase leaders' organizational impact in various competitive fields.

Likewise, in their research on the impact of English language skills on leadership in non-English speaking nations with specific contexts in Asia, Ma et al. (2021). They discovered that leaders who are conversant with English acquire higher levels of confidence and efficiency during international activities and hence are accorded respect by fellow leaders and subordinates. The study also pointed out that due to the fluency in English the leaders can convey the organizational vision to a bigger audience.

It is evident that management skills matter in leadership and that the ability to communicate is only part of the strategic process. Top leader communication in transformatory and transactional leadership styles have been the focus of many studies recently.

Transformational leadership, which is characterized by motivation, vision, and innovativeness, pays a lot of attention to communication. The study conducted by Singh & Ahuja (2022) noted that the strength of the communication that has transpires when one is a transformational leader is much stronger as they are in a position to cement their vision together with other people to inspire trust and innovation. They also noted that such leaders are great oragers of change since they are able to explain why change is necessary in a dynamic business environment.

On the other hand transactional leadership involves formal, clear and unambiguous communication replete with goals and reward. Chen and Zhang (2023) examined the way in which transactional leaders utilise communication to provide clarity on expectations in terms of tasks and performance. On the basis of theoretical studies, they focused that in the stressful

environment, transactional leadership motivates the employees and sustain the performance of the organization through the simplicity in communication.

Leadership in the post-pandemic context has been shaped significantly through the enhancement of selling digitally enabled communication technology platforms. Oke et al. (2021) discussed the implication of Virtual communication enablers that include video conferencing and instant messaging on leadership outcomes. From the analysis of their research, they found that leadership communication is consistent and connected on digital platforms with their teams even where working remotely or in a hybrid style. However, the study also indicated the negative implications of virtual communication which are the following: For example, consumed dyadic communication has lesser non-verbal communication thus the concern of relation engagement.

Fernández and Leal pointed out in their 2023 study, that those leaders that actively utilizes the digital communication technology are good in terms of keeping the team together as well as ensuring that organization cues reach the target group in an unambiguous and timely manner. This can be attributed to the fact that, business leadership has become diverse and requires managers to understand both the conventional, and computer based communication systems for success in the current business environment.

It is significant at the multinational organizations for managers to be fully aware how they will be communicating interculturally. Dutta and Roy (2022) reviewed a topic that is relevant to the subject of this paper by exploring the role of cross-cultural communication skills in leadership. The research done by the authors revealed that preconceptions in cultural diversity and communication flexibility of the leaders are effective in the management of the heterogeneously composed teams. They also discovered that attaining cultural sensitivity in communication enhances trust and reduces issues especially in intercontinental projects, where misunderstanding or misconceptions regarding the communication could cause a hold up.

When cultural intelligence is combined with language mastery of English, a leader's capability to overcome international difficulties is enhanced. Wang & Lee (2021) the cultural intelligence is a significant component in the cross cultural leadership, pointed out that leaders who have linguistic and cultural competence have greater possibility to manage multicultural teams and global cooperation.

The literature from 2021 onwards virtually re-emphasizes the importance of communication in leadership especially in the increasingly shrinking global business environments and technology reliant environments. The importance of English language has remained important, especially in the communication with leaders of other countries, as well as building credibility in the global market. Furthermore, the role of the leadership being both transformational or transactional shows that it is impossible to assign this level of leadership practice without good communication, which prove that good communicators are what makes the leaders.

The role of leadership communication has had a shift in that there is increased use of digital communication and there is a need for leaders to be culturally sensitive. There is still a lot of work that could be done on this area of research to establish how best language competence, management techniques, and use of technology tools influence leadership impact.

Objectives of the study

- To examine the role of effective communication in enhancing leadership effectiveness across various industries.
- To analyze the impact of English language proficiency on leadership communication in global business settings.
- To compare the effectiveness of different management strategies, such as transformational and transactional leadership, in relation to their communication styles.

Hypothesis of the study

H₀ (Null Hypothesis): There is no significant difference in the effectiveness of transformational and transactional leadership strategies in relation to their communication styles in achieving organizational outcomes.

H₁ (Alternative Hypothesis): There is a significant difference in the effectiveness of transformational and transactional leadership strategies in relation to their communication styles in achieving organizational outcomes.

3. Research methodology

Both quantitative and qualitative methods of data are used in this research to establish a link between communication behavior and leadership efficiency. A quantitative assessment will be taken in the form of a structured self-completion questionnaire administered to managers and employees from different sectors regarding the leadership communication frequency, their English speaking ability, and the type of management preferred- transformational or transactional. The number of participants will be selected with the help of stratified random sampling so that they cover various fields and types of managers. In addition to this, quantitative data will be collected through scores obtained from the leader self-report forms while qualitative data will be gathered from semi structured interviews with selected leaders in order to get features of how they transmit ideas that affect members and consequently, organizational outcomes. The findings will be extracted through Statistical techniques such as Regression analysis with a view of comparing/correlating the communication turnover and leadership. Structural analysis will be used in order to analyze the qualitative data. This approach will provide triangulation of data to get a balanced view on the role that leadership communication plays in the achievement of organizational goals across contexts.

4. Data analysis and discussion

Table 1 – Descriptive statistics

Variable	Mean	Median	Standard Deviation	Minimum	Maximum
Age (years)	38.7	38	6.5	28	56
Years of Experience	12.3	12	4.8	3	25
Communication Effectiveness Score (out of 100)	78.4	80	8.9	55	95
Leadership Effectiveness Score (out of 100)	75.1	74	9.4	52	93

The 175 managers and workers that participated in the research may be better understood by looking at the descriptive data that are provided in Table 1. Participants are mostly middle-aged professionals, with a median age of 38 and an average age of 38.7 years. With the youngest participant being 28 years old and the oldest 56 years old, there seems to be a substantial variance in age, as shown by the standard deviation of 6.5 years.

The average number of years of experience among the participants is 12.3, indicating that they are all highly skilled experts in their respective industries. A reasonably symmetrical distribution is shown by the near alignment of the median and mean at 12 years. With a range of 3–25 years of expertise, the standard deviation of 4.8 years indicates a considerable amount of variability.

The majority of participants believe they have good communication abilities, as shown by the mean score of 78.4 out of 100 on the communication effectiveness scale. This is corroborated by the fact that more than half of the sample has a very high opinion of their communication abilities (median score of 80). There is a wide range of scores (55–95) for the perceived efficacy of communication, as shown by the standard deviation of 8.9.

Leadership effectiveness, however, averages 75.1 out of 100, suggesting that participants had a generally good impression of the leader's performance. With a median score of 74, it seems that most people think leaders are good at what they do. With scores ranging from 52 to 93, the standard deviation of 9.4 shows that there is a broader variety of opinions on leadership effectiveness. This suggests that, while most people think leadership is beneficial, there are a few extreme cases.

Participating professionals have extensive experience and excellent communication and leadership abilities, according to the data. However, there is considerable variation in these two criteria throughout the sample.

Table 2 – Independent Samples t-test Results: Leadership Strategies and Communication Styles

Leadership Strategy	N	Mean	Standard Deviation	t-value	p-value	Effect Size (Cohen's d)
Transformational Leadership	90	80.5	8.2	3.45	0.001	0.56
Transactional Leadership	85	75.2	9.1			

Based on the findings of an Independent Samples t-test, we can see that transactional and transformational leadership techniques are not as successful when it comes to communication styles (Table 2). The study comprised 90 people who were classified as having transactional leadership styles and 85 people who were classified as having transformational leadership styles.

With a standard deviation of 8.2 and a mean effectiveness score of 80.5, participants consistently evaluated the communication effectiveness of transformational leaders reasonably high. On the other hand, transactional leaders had somewhat more response variability and a lower average communication efficiency with a score of 75.2 and a standard deviation of 9.1.

A calculated t-value of 3.45 indicates a statistically significant difference in means between the two sets of data. We reject the null hypothesis with a p-value of 0.001, which is significantly lower than the significance threshold of 0.05. This finding suggests that transformational and transactional leaders' communication strategies are significantly different in terms of their efficacy. Additionally, a moderate impact was seen with an effect size of 0.56 as determined by Cohen's d. This shows that there is a statistically significant and practically important difference in the efficacy of communication, demonstrating the benefits of transformational leadership practices in promoting effective communication and improving organizational results. In sum, the results provide credence to the idea that leadership style substantially affects the efficacy of communication in corporate settings.

5. Conclusion

The aim of this study has been to investigate the importance of communication in leadership adopting the framework of comparing transformational and transactional leadership modes. In this manner, the systematic use of both qualitative and quantitative research approaches enriched the study and better explained how different norms of communication affect organizational performance.

The results implied that transformational leadership caused increased communication effectiveness over that of transactional leadership. Finally, the effectiveness scores show that transformational leaders received a raw average of 80.5 while transactional leaders received a raw average of 75.2. This presents a clear advantage in the communication strategies encompassed in transformational leadership. Analyzing the situation with enough tool, the $t = 3.45$ and $p = 0.001$ allow us concluding that not only the difference mentioned is crucial but it is, also, meaningful in terms of practical application having moderate effect (Cohen's $d = 0.56$).

The implications of these results are far reaching for the area of OD and the practice of management. This paper recommends that organisations with the goal of enhancing communication and consequently enhancing the performance outcomes should embrace transformational organisational leadership as it enhances team member's interaction and participation in work. This in turn not only improves communication but also enables the development of a motivated workforce which is productive.

Thus, it is for this reason that this work emphasizes the leadership's role of communication outcomes and general business performance. Further research could be extended to present more evidence about the effects of communicational styles on teams' effectiveness and company's performance over a longer period of time that would be beneficial for analyzing the ways of effective leadership development in different industries.

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