



Role of Communication Skills in Facilitating Transformational Leadership in the Indian Workplace

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Abstract: The role of communication skills in facilitating transformational leadership in the Indian workplace is a critical area of study, given the unique cultural, economic, and social dynamics of India. Transformational leadership, characterized by the ability to inspire, motivate, and foster innovation among employees, relies heavily on effective communication. This abstract explores how communication skills contribute to the success of transformational leaders in the Indian context. In the Indian workplace, which is marked by diverse languages, hierarchical structures, and a collectivist culture, communication becomes a pivotal tool for leaders to connect with their teams. Effective communication skills enable leaders to articulate a clear vision, foster trust, and encourage a collaborative environment. These skills include active listening, emotional intelligence, cultural sensitivity, and the ability to provide constructive feedback. The study examines various dimensions of communication, such as verbal and non-verbal communication, the use of technology-mediated communication, and the importance of bilingual or multilingual proficiency. It also highlights the challenges faced by leaders in overcoming communication barriers and suggests strategies for improvement. Empirical evidence from Indian organizations indicates that leaders who excel in communication are more successful in driving organizational change, enhancing employee engagement, and achieving high performance. The findings underscore the need for leadership development programs in India to prioritize communication skills training.

Keywords: Communication Skills, Transformational, Workplace

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INTRODUCTION

In the context of the dynamic and rapidly changing landscape of the Indian workplace, leadership styles that can adapt to and capitalize on the distinctive cultural and organizational environment are essential for success. This is because the Indian workplace is characterized by frequent and rapid changes. Transformational leadership, which emphasizes inspiring and encouraging workers to work towards the fulfillment of common objectives and promoting creativity, has become increasingly evident as a particularly effective method. Transformational leadership places emphasis on the shared goals of the organization. When determining the efficacy of transformational leadership, one of the most crucial factors to consider is a leader's ability to communicate effectively. The capacity to communicate clearly and concisely is an essential element of transformational leadership. It is through this capacity that leaders can effectively communicate a compelling vision, create trust and openness, foster open dialogue, and establish strong relationships with their followers within the organization. Given that workplaces in India are characterized by linguistic diversity, hierarchical structures, and a culture that leans toward collectivism, the role of communication becomes even more important. The objective of this introduction is to lay the groundwork for the upcoming examination of how communication skills enable transformational leadership

within the Indian workplace. In this context, it focuses on specific aspects of communication that are most important, such as the ability to navigate different languages, understand and respect cultural nuances, and effectively apply both traditional and contemporary communication approaches while interacting with others. With regard to leadership, the workplace in India presents a unique set of challenges and opportunities that are exclusive to the country. Traditional hierarchies can sometimes be barriers to open communication, and the presence of many languages in a workplace can also create barriers to comprehension. However, these challenges also present opportunities for leaders to demonstrate their capacity to achieve a deeper level of connection with their people, foster an inclusive environment, and drive change through effective communication. The objective of this introduction is to illustrate the value of communication skills in transformational leadership by using a combination of empirical studies and real-world examples from Indian businesses. Additionally, it highlights the need for leadership development programs in India to place a greater emphasis on refining these skills to better prepare leaders for the challenges expected in the contemporary workplace

Importance and requirement of transformational leadership

In the present day, there is a rapid increase in the number of tools incorporated into our day-to-day lives, as well as the regularity with which technological improvements are being made. The rate of change unfolding is so quick that it is beyond what anyone could have even foreseen not too long ago. The combination of global competition and the expansion of economic prospects in both developed and developing worlds, as well as in industrialized and emerging nations, have resulted in an environment that is exceptionally volatile for all kinds of organizations. It is crucial to have pioneers to successfully navigate this unstable environment and the continual changes it brings about. Pioneers capable of bringing about transformation are desperately needed in the world. The efforts of transformational leaders provide organizations with the opportunity to concentrate on enhancing their performance even while operating in hostile and unpredictable environments.

Transformational leadership has the potential to become a source of competitive advantage for organizations if it is reinforced by other leadership activities. Transformational leadership components can significantly contribute to achieving higher yields both in the present moment and over the long term, which can be crucial in maintaining competitiveness. In fact, without effective transformational leadership, an organization is less likely to meet the global financial challenges it is currently facing and achieve a dominant and favorable level of performance (Eskandari, 2014).

As a result of the fact that this modification necessitates the establishment of a new framework and the regulation of new procedures, the relevance of leadership in the process of modifying the board cycle has come into sharper focus. Without a doubt, the manner in which a supervisor conducts themselves and exercises leadership has a cumulative influence on the nature of the demands placed on staff members and the attention given to them. Because a leader's leadership style serves as a model of their behavior, the response and mentality of the organization's members to changes in the hierarchical structure, as well as their efforts to support or oppose authoritative changes, are largely dependent upon the leader's style (Farazja and Khademi, 2010)).

Characteristics of transformational leaders

1. In this sort of leadership, individuals can influence partners and bosses like their subordinates.
2. The course of transformational leadership establishes in values and individual convictions of the pioneer. Be that as it may, in this interaction, products are not traded among bosses and subordinates.
3. Such pioneers are motivated by their most profound individual qualities (like equity, decency, genuineness, and honor). Consumes recalled these qualities as extreme qualities. Extreme qualities are so one can't deal over them or trade them.
4. By conveying extreme qualities as private guidelines, transformational pioneers make amicability and solidarity among their devotees and all the more critically, they orchestrate changes in objectives and individual convictions of adherents in accordance with authoritative objectives (Eskandari, 2014, p. 126).
5. Transformational leadership is motivated from heart and brain and shows them.
6. Transformational leadership has a point of view and connections that viewpoint with enthusiasm and reason. Transformational pioneer permits his/her inclination to converse with others in a far past the psyche from profundities of its element.
7. Transformational leadership focuses on staff's very own considerations to utilize them and make trust and responsibility. It is tied in with caring staff, what they need, and how you can help them.
8. Transformational leadership alludes to get an extraordinary power through the psyche. Mind becomes inquisitive, becomes open to novel thoughts and advances continually (Steven Corey, 2007).

Transformational leadership experts

Burns (1978) was the first person to propose the theory of transformational leadership to identify those pioneers who have strong persuasive relationships with their supporters and subordinates, in addition to those individuals who focus broadly on engagement with a transformational leadership approach to achieve results. Transformational leadership is characterized by a conscious, moral, and profound relationship that demonstrates equal power linkages between leaders and followers to accomplish a collective goal or genuine change. The technique of transformational leadership involves committing to organizational goals and enlisting the participation of individuals to achieve those goals. To energize group, team, and hierarchical interests, transformational leadership encourages and assists followers in developing their level of creativity and self-realization so that they may better serve the group. A transformative pioneer is someone who instigates change throughout the entire association and presents their viewpoint to the two leaders and the staff. (Arabian et al., 2014).

Factors affecting transformational leadership

Transformational leaders perceive the needs of the organization and staff and also stimulate and address higher-level needs within individuals. A transformational leader encourages people to unite in pursuit of more significant standards with the aim of achieving meaningful, positive change in the organization.

Transformational leadership comprises four fundamental aspects: The effect of admired impact, persuasive inspiration, scholarly feeling and individual contemplations (Krista Hoffmeister et al, 2012).

Inspirational Motivation: Inspirational and persuasive leaders are those who challenge their followers in their roles and create a clear vision to achieve goals and move towards the future by enhancing effectiveness in the workplace.

Individualized Consideration: The leader interacts with subordinates according to their individual qualities and abilities. The leader provides personal attention to individuals to develop a strong relationship by offering new learning opportunities based on their interests and skills.

Intellectual Stimulation: Leaders encourage their subordinates to pursue innovation and creativity by adapting approaches and opportunities for their own subordinates. The primary aim of the leader is to foster a free flow of ideas and thinking so that their followers and subordinates strive to develop new strategies and approaches.

Admired impact: Leaders become model for their devotees by their cordial conduct. They appreciate, regard, and trust their adherents. They focus harder on the necessities of their adherents than their own requirements, and try not to involve the power for individual interests (Aneja Deveshvar, 2014). Aspects and marks of transformational leadership according to the point of view of Bass and Avolio have been summed up in Table B1.

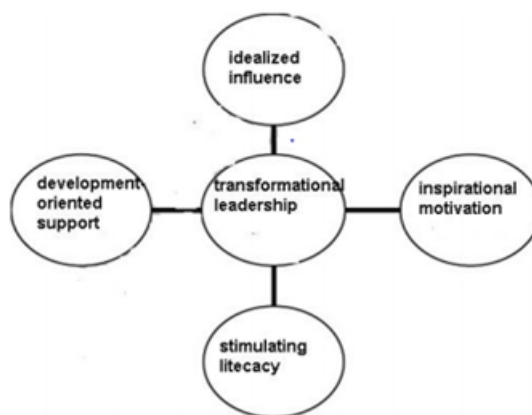


Figure 1: Factors affecting transformational leadership

Affective Commitment to Change as Influenced by Transformational Leader Communication

In the context of organizational transformation, leadership has been the subject of significant research. According to the results of a poll conducted by the American Management Association in 1994, as quoted by Gill (2013), the majority of respondents from Fortune 500 companies believe that leaders are the most crucial component of change. Strong leaders at the helm are essential for guiding a company in the right direction and effecting change. They are the driving force for change mostly due to their position and rank (Hollander, 2015). They make a significant contribution toward putting the change into effect (Higgs & Rowland, 2016). According to research conducted on businesses in India, leaders are responsible for devoting the necessary amount of time, attention, commitment, and resource support to organisational

change on a consistent basis. This helps to ensure the active participation and involvement of management, which in turn enables change to be effective over the long term (Ramnarayan, 2016).

The transformational leadership style is the one that is most closely related with organisational change among the several leadership styles. It is helpful in coping with the unpredictable and disturbed environment that change inevitably brings about (Parry & Proctor-thomson, 2015). It is also incredibly successful in eliciting a positive response from employees to the change that is being implemented.

Since employees are the ones who will be responsible for operationalizing and institutionalising any organisational change, they play a significant part in determining whether or not the change will be successful. Because of their dedication to the change, they are willing to put in the necessary amount of effort to ensure its success (Herscovitch & Meyer, 2015). The emotional part of commitment to change is the most important aspect of commitment to change in terms of boosting performance, gaining learning, and making the change effective (Busch, Cadwallader, & Parish, 2018). The desire to promote change with the sense that it would have intrinsic benefits is an example of an affective commitment to the change (Herscovitch & Meyer, 2016). According to the findings of recent investigations, transformational leadership is one of the key factors that contributes to the phenomenon.

Even while research has shown a correlation between transformational leadership and an emotional commitment to change, there is a dearth of published material that delves into the factors that make up this correlation and how they work together to make it possible. Transformational leaders are responsible for a variety of tasks, including the formulation of a vision, the provision of strategic direction, the maintenance of sensitivity to the surrounding environment, the development of a network, decision-making, and communication (Hunt, 2017). However, emotional commitment to change is not promoted in the same manner by all functions, nor is it promoted by all functions equally. Understanding the mechanisms through which different qualities of transformational leaders foster an emotive commitment to change is of scientific and practical relevance.

OBJECTIVES OF STUDY

1. To see if adequacy of transformational administration style can be improved by the utilization of the Interpersonal communication skills Intervention program.
2. To test the adequacy of the pre-arranged interpersonal skills communication intervention program in upgrading the viability of transformational authority style of the members.

RESEARCH METHODOLOGY

In a broad sense, research is the process of systematically amassing and analyzing data to further human understanding in a particular area. Searching for solutions to both theoretical and practical problems is what research is all about. "Research" is defined as "studious inquiry or examination; especially: investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in light of new facts, or practical application of such new or revised theories or laws" (Webster's Collegiate Dictionary). From the perspective of some, research represents a progression from the familiar to the unfamiliar. Exploration and discovery are the hallmarks of this journey. Confronted with

the unexpected makes us to question, and our inquisitiveness drives us to study; we all possess the vital instinct of curiosity. This allows us to fully understand the unfamiliar through investigation. A person's natural curiosity is the wellspring of all knowledge, and study is the means by which one learns about the unknown. Curiosity is the initial state of knowing. The term "research" needs to be used with a specific connotation because research is an academic endeavor.

In research, as described by Clifford Woody, one must first identify and reframe problems, formulate hypotheses or suggested solutions, gather, organize, and analyze data, make deductions and conclusions, and finally, rigorously test the conclusions to see if they align with the developing hypothesis. In the Encyclopedia of Social Sciences, research is described by D. Steiner and M. Stephenson as "the manipulation of things, concepts, or symbols for the purpose of generalizing to extend, correct, or verify knowledge." This concept of research is applicable whether the information gathered is utilized to build theories or to practice an art form.

In scientific contexts, "research" is an in-depth examination of a particular subject through methodical examination and analysis. One American sociologist, Earl Robert Babbie, once said, "research" is a methodical study to characterize, explain, forecast, and manage the observed phenomena." Here, inductive and deductive methods are both used.

In research, inductive strategies look at what has already happened, whereas deductive methods check if what has happened really happened. Deductive methods are more commonly linked with quantitative analysis, whereas inductive approaches are more commonly linked with qualitative research

DATA ANALYSIS

Gender-Related Aspects of the Individual Elements That Make Up Transformational Leadership

Table 1: gender and "idealized influence (attributed)" in a One-way analysis of variance

Variables	F	df	Table Value at Significance Level 0.05	Remarks
Gender&{Idealized Influence (attributed)}	.006	1		
		311	6.63	Null Hypothesis is accepted

Implication: There is no correlation between gender and the degree to which one's "Idealized Influence (attributed)" improves the efficacy of the component (factor) of Transformational leadership Style known as "Idealized Influence." It does not make a difference whether the participant is male or female in terms

of boosting the efficacy of the component (factor) of Transformational Leadership Style known as "Idealized Influence (attributed)".

Table 2: gender and "idealized influence (behavior)" in a One-way analysis of variance

Variables	F	df	Table Value at Significance Level 0.05	Remarks
Gender & {Idealized Influence (behavior)}	.415	1	6.63	Null Hypothesis is accepted
		311		

Implication: Idealized Influence (behavior) is a component (factor) of the Transformational leadership Style. Gender does not play a significant role in the enhancement of the efficacy of this component (factor), however. It does not make a difference whether the participant is male or female in terms of boosting the efficacy of the component (factor) of Transformational Leadership Style known as "Idealized Influence (behavior)."

Table 3 : gender and "inspirational motivation" in a One-way analysis of variance

Variables	F	df	Table Value at Significance Level 0.05	Remarks
Gender & {Inspirational Motivation}	.006	1	6.63	Null Hypothesis is accepted
		311		

Implication: It has been shown that gender does not play a significant role in the enhancement of the efficacy of the component (factor) of Transformational leadership Style known as "Inspirational Motivation." It does not make a difference whether the participant is a male or a female in terms of the effectiveness of boosting the performance of the component (factor) of the Transformational Leadership Style known as "Inspirational Motivation."

Table 4: gender and "intellectual stimulation" in a One-way analysis of variance

Variables	F	df	Table Value at Significance Level 0.05	Remarks
Gender & {Intellectual Stimulation}	2.533	1	6.63	Null Hypothesis is accepted
		311		

Implication: There is no correlation between gender and the degree to which one's ability to "Intellectual Stimulation," a component (factor) of the Transformational leadership Style, contributes to increased effectiveness. It makes no difference whether the participant is male or female when it comes to boosting the efficiency of the component (factor) of the Transformational Leadership Style known as "Intellectual Stimulation."

Table 5 : gender and "individualized consideration" in a One-way analysis of variance

Variables	F	df	Table Value at Significance Level 0.05	Remarks
Gender & {Individualized Consideration}	.481	1	6.63	Null Hypothesis is accepted
		311		

Implication: There is no correlation between gender and the degree to which an individual's "Individualized Consideration" contributes to the overall efficacy of the "Transformational Leadership Style" component (factor). It does not make a difference whether the participant is male or female in terms of boosting the efficiency of the component (factor) of Transformational Leadership Style known as "Individualized Consideration."

The following is an analysis of the responses provided by all of the individuals who took part in the longitudinal study: Responses from Participants in the Intervention Program

Table 5 : All of the Participants' Feedback on the Intervention Program's Purpose, Content, and Exercises in Response to the Longitudinal Study Feedback on the Intervention Program

Particulars	YES (in numbers)	(%)	NO (in numbers)	(%)	Total
Do you recall the purpose?	188	188	12	12	400
Do you recall the content?	176	176	24	24	400
Do you recall the exercises?	190	190	10	10	400

CONCLUSION

The investigation into the role of communication skills in facilitating transformational leadership within the Indian workplace reveals several key insights. Communication is not just a complementary skill for transformational leaders but a fundamental enabler of their effectiveness. In India's diverse and culturally rich work environment, the ability to communicate clearly, empathetically, and inclusively is paramount for driving change, fostering innovation, and enhancing employee engagement. Effective communication skills empower leaders to articulate a compelling vision that resonates with employees at all levels of the organization. This is particularly crucial in India, where linguistic diversity and hierarchical structures can pose significant challenges. Transformational leaders who excel in communication are better equipped to bridge these divides, fostering a sense of unity and purpose among their teams.

The study highlights that verbal and non-verbal communication, emotional intelligence, and cultural sensitivity are critical components of successful leadership communication in India. Leaders who can navigate these elements are more likely to inspire trust, build strong relationships, and create an environment conducive to collaboration and innovation. Furthermore, the ability to provide constructive feedback and engage in active listening enhances the leader's credibility and effectiveness. Empirical evidence from Indian organizations underscores the positive impact of strong communication skills on leadership outcomes. Leaders who prioritize and continually develop their communication abilities tend to achieve higher levels of employee satisfaction, productivity, and organizational performance.

These findings suggest that leadership development programs in India should place a significant emphasis on communication training to prepare future leaders for the complexities of the modern workplace. In conclusion, the role of communication skills in facilitating transformational leadership in the Indian workplace cannot be overstated. As organizations in India continue to navigate the challenges of a globalized economy, leaders who master the art of communication will be better positioned to inspire their teams, drive organizational change, and achieve sustainable success. Therefore, enhancing communication skills should be a strategic priority for leaders and organizations aiming to thrive in the competitive landscape of the Indian market.

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