

Study of Leadership Effectiveness Within Communication out of Organization

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Abstract: Out of organization and leadership are two key elements in attaining organizational goals, they are key determinants and are of vital importance in terms of the organization's current achievement and efficiency and its future position. The present study which inquires the relationship between intra-organizational communication and leadership through an interactive approach, evaluates the existing interaction from the perspective of both the leader and intra-organizational communication and attempts to reveal the direction, form and level of the influence of intra-organizational communication and the leader on each other. In this sense, while the leader at the head of the organization is in a position to influence the communication system of the organization positively or negatively through the decisions taken, his behaviors will also be exhibited. Likewise, the communication system of the organization is in a determinative position in evaluations about the leader and his leadership in his success or failure. Therefore, it is emphasized that the leader should pay due attention to out-of-organization communication.

Key words: Out of organization, communication, leadership, organizational leadership, Iran

INTRODUCTION

Organizations are social institutions that serve an important function in maintaining and facilitating social life. It contributes to social life in accordance with the area it engages in. No matter what area it operates in, to fulfill its current functions, it needs to have a healthy functioning and for a healthy functioning, it needs to establish a good communication and management system within it. This necessity in question leads to the phenomena of intra-organizational communication and leadership.

As a matter of fact, there is a process of constant communication among people within an organization, which is a living body. However, this interaction should be considered successful in so far as it contributes to the goals of the organization, helps improve individuals and is constructive in general. Interactions whose results are not constructive that neither improve and guide subordinates, nor provide seniors with information and are not based on mutual trust remain aimless and useless relationships. At this point, there is a need for an efficient communication system where organizations which are dynamic entities can perform their functions on gradual and horizontal dimensions and the leader is in the position of the key actor in the formation of the system in question and its implementation within the organization. Since, he is the ultimate decision maker in the organization, he will make the final decision on the issue

of intra-organizational communication as in many other issues. The leader himself will be influenced by the decisions that he makes about intra-organizational communication and the steps that he takes and the attitude that he will assume on the issue of intra-organizational communication and will be the basic determinant of his success or failure in many different aspects. This situation creates a process where intra-organizational communication and leadership are in interaction with one another and an investigation of the interactions of these two phenomena which affect each other mutually, becomes important.

This study which was conducted due to the importance in question, handles the relationship between intra-organizational communication and leadership from an interactional point of view and aims to reveal how, in what direction and at what levels, leadership affects intra-organizational communication and vice versa. It makes descriptive explanations about intra-organizational communication then the general conceptual framework of leadership and intra-organizational communication is drawn and finally, an interactive approach is taken towards the relationship between intra-organizational communication and leadership in an organizational context and issues such as the effect of the leader on intra-organizational communication, the effect of intra-organizational communication on the leader and the points that the leader should consider are emphasized.

ORGANIZATION, COMMUNICATION

It is possible to define organizations which are inevitable products of man's social experience (Martin, 2001) and have emerged to perform things that we can not perform individually (Can, 1999) as rational coordination of a group of people's activities for a common and explicit goal through division of labor and under a hierarchical order of authority and responsibility or systems or models that a group of people set up in accordance with a certain administrative principle and for a certain purpose through collaboration and when needed, addition of physical tools (Askun, 1979).

Although, organizations may operate in different fields and possess different widths, organizational structures and hierarchical steps, in general, each organization is composed of various units operating within the principle of division of labor and specialization and employees who work in these units have various different ranks and possess unique qualities. The human resource that it has is the only element that will bring together other sources of the organization functionally in line with the goal and earn it the quality of a unique output. As employees at different levels who constitute the human resources of the organization possess different expertise in the sense of organizational output that is complementary to one another, it is important to ensure coordination among them. What provides this coordination is communication.

The word communication which is of Latin origin is a human activity that is known by many but defined satisfactorily by very few. Performed through various means ranging from the use of highest technology to words, it is possible to define communication, in its plainest form as the transfer of some types of information by an individual, group or organization to another individual, group or organization (Greenberg and Baron, 2008). Communication which is called intra-personal communication when it takes place within an individual, interpersonal communication when it takes place among individuals and mass communication when it takes place through the Arklan 10295 use of media such as radio, television, newspaper, magazine, internet, etc., intended for a mass is called intra-organizational when it takes place within an organization.

In this context, it is possible to define intra-organizational communication as conveyance or reception of verbal or nonverbal messages within the organization depending on the existing organization structure and culture or a system that regulates the

relationships of large numbers of people with one another within an organization (Askogu, 1986). The area of interest of this type of communication, which also involves the flow, purpose, direction and means of messages is the intra-organizational target groups (Arklan, 2010). Intra-organizational communication contributes to the process of coordination within the organization in terms of enabling communication among the members of the organization; provides employees with information about organizational culture and helps everyone integrate into this culture; concentrates the attention of the organization on the goals to be attained; gives the members of the organization the necessary information in order to perform the tasks that are their responsibility; motivates employees; ensures that employees contribute to the organization and these contributions are channeled and has a positive influence on the organizational attitudes of members such as job satisfaction, commitment, responsibility and gaining morale. It involves not only a (horizontal) communication process that takes place among employees or managers but at the same time a two-way communication process that occurs between employees and managers (vertical and diagonal) involving both managers' influence on employees (downward) and employee's response to managers (upward). While, it sometimes takes place in accordance with official procedures in this manner, at other times, it may occur unofficially and spontaneously as a result of personal relationships of members of organization.

In line with the potentials that it possesses, it serves as a cementing agent that establishes the necessary connection and functional relationships among the units within the organization, among the employees within the unit and within and among the administrative levels in accordance with the common goals. The more it is designed to be compatible with the organizational structure and the more necessary regulations and changes for organizational needs are performed in a more appropriate time, the more contributions it will make to the organization. The point to consider here is that the organization is a whole with each unit, each level and each employee and in order to maintain this wholeness, organizational communication need of each unit, each level and each employee should be taken into consideration and intra-organizational communication network and content should be formulated accordingly. When this is not done, since the human element can not maintain 10296 Afr. J. Bus. Manage organizational life within the organization without communication, organizational

communication network and channels will be formed through spontaneous developments and perhaps, bring about many undesirable consequences.

LEADERSHIP AND ORGANIZATIONAL LEADERSHIP

Humans can not satisfy most of their needs on their own. This requires that they live together and meet their common needs together. As a result of this requirement, social institutions emerged, rules governing social harmony and order were determined and social mechanisms that will implement these rules and adapt them to changing conditions were developed. Individuals who possess different qualities from other individuals, who can prevent chaos and confusion in social organizations where large numbers of people exist together and who put in place social mechanisms in accordance with common needs and goals have emerged as leaders of those social organizations. This situation has continued up to the present time by undergoing some changes in line with the dynamics of each period and social organization where it occurred.

Leadership which has existed in all periods of history (Eren, 2000) and exhibited a dramatic change at the turn of the new century (Heenan and Bennis, 1999), appears to be one of the most universal and enduring of human responsibilities (Kanter, 1996). It is due to this quality that there are very few subjects that have been so extensively investigated in behavioral sciences. The phenomenon of leadership covers a wide area ranging from the management of military groups and businesses, to political parties, government offices and even religious groups. Though, its basic qualities remain the same, it is defined differently depending on different fields and subject to various approaches.

In a most general and plain sense, without establishing any connection with any field, it is possible to define leadership as a collection of knowledge and skills to bring together a group of people around certain goals and mobilize them to attain these goals (Eren, 2000) and the leader as an individual who motivates other people to behave in accordance with a certain objective and influences them (Ataman, 2001). There is no single mould of skills and personality that encompasses all leaders and it is also difficult to put forward a leadership quality that is valid for all situations. However, some general qualities can be found in all leaders (Arklan, 2004). According to this, by forming a synthesis from various sources, the qualities of a leader can be listed as a superior intelligence, an ability to make analyses and syntheses, an ability to express ideas properly,

perseverance, providing motivation, ability to supervise, ensuring participation of members, facilitating adaptation of members, determining goals in accordance with the current circumstances, having foresight and clairvoyance, taking pains to make the right decisions, not being fanciful or overly pessimistic, establishing the right relationships between the present conditions and the potentials available, setting a clear and acceptable goal, having rational, flexible and optimal time, being able to make a balanced plan in line with the power of the organization, having interpersonal skills, evaluating people and events properly, being straightforward, taking initiative, inspiring confidence, having rhetorical skills, emotional maturity, being decisive and having self-confidence and ability to accomplish tasks (Eren, 2000). Various combinations of these ideal characteristics possess the potential to have different effects on different group structures. While in some groups, an individual is chosen as leader as he is admired by group members for certain skills and has the capacity to perform and create the best jobs, in another group, a person who joins groups by bringing together their ideas is chosen as the leader. This type of leader is a goal that may reflect views of the members. In other groups, on the other hand, the leader can be a person who is influential, serious whose views are respected by others and can take decisions fast (Ozkalp, undated). Here, the important thing is that the leader at the head of the group should possess the leadership qualities that fit the needs and expectations of that group.

As for societies, social structures and groups that operate within the society, leadership is of vital importance for organizations where the human element is in a dominant position and the basic condition for the efficiency of the other elements. In this context, in terms of organization, it is possible to define leadership as the art of motivating, influencing and guiding the members to achieve the goals of the organization? whereas the leader can be defined as a person who motivates, influences and guides members of the organization to achieve the goals of the organization, in other words who performs the art of organizational leadership successfully.

For organizations where each member has the potential to be a leader within certain limits (Erdogan, 1994), to achieve their goals, bringing together all elements of the organization in accordance with the organizational goals in a coordinated manner and preventing chaos within the organization, are all related to the leader at the head of the organization and the qualities that he possesses. Since, leaders are individuals who will bring out the potentials that the organization possesses and use them the most efficiently and

effectively to the interests of the organization, it is impossible for members to act in coordination towards organizational goals and achieve the goals of the organisation. In this context, in organizational environments, three major types of organizational behaviors can be observed: forming the organizational structure or adapting the existing structure to changing conditions, determining basic goals, strategies and policies, removing the shortcomings in the formal structure, implementing transition from the abstract to the concrete by filling the existing blanks and effective use of the existing structure? (Can, 1999). All of these three types of leadership are significant for organizations at different levels and should be put into practice duly.

OUT OF-ORGANIZATION COMMUNICATION AND LEADERSHIP

Today, as there has never been before, there is an increasing awareness that success of organizations is dependent on effective use of human resources (Hersey and Johnson, 1996). Intra-organizational communication and leadership that focus on the human resources of the organization and employees as key elements of organizational efficacy and effectiveness are, in this context, indispensable. These two key concepts which bear such significance for organizations are phenomena that have mutual effect on each other and are basic determinants in the success or failure of each other. Therefore, it is necessary to reveal in what kind of situations, in what direction, in what fields and in what levels intra-organizational communication and leadership which are in constant interaction, influence one another. In this framework, here this study will first deal with the influence of the leader on intra-organizational communication, then the influence of intra-organizational communication on the leader and finally the points that the leader will draw attention to in intra-organizational communication.

The effectiveness of the leader in out of organization: Leadership is of vital importance for all organizational structures that contain the human element, notably societies. Moreover, leaders play a dominant role in what kind of a direction organizational structures will take up for themselves, how they will organize themselves, what kind of goals they will adopt and who will perform what kind of tasks to attain these goals. Preferences, decisions and attitudes of leaders on these issues will influence the success, development, internal and external perception and the problems they will face, etc. (Arklan, 2010). This

influence of leaders holds true for intra-organizational communication as well as for other fields. As leaders are the ultimate decision-makers within the organization, the type of leadership that they have adopted and their fundamental assumptions about internal communication of the organization and approaches will manifest themselves in various different forms and permeate the internal communication system of that organization in many ways.

The leader, who puts into practice all the work in the organization is the only person who will determine what kind of a process intra-organizational communication will pursue, what goals it will have, in what forms it will take place, what intra-organizational communication networks will be adopted on what accounts depending on weaknesses and strengths, accordingly, what intra-organizational communication means and methods will be used in what conditions and for what purposes and finally, the type and degree of problems that may be encountered in intra-organizational communication.

The leader will add personality to the organization and the services performed in the field of intra-organizational communication as in every field (Akat *et al.*, 1999) and without him, the mission will not be determined properly and the organization will consist only of people and machinery. The leader, who performs the functions of determining the goals of the organization, acting as spokesman for the organization, enabling communication within the organization and controlling the behaviors of the members will also determine whether the communication system to be established will have a conservative, autocratic, innovative, democratic, etc., character.

In this context, some leaders (those who have autocratic tendencies and advocate traditionalism) prefer a communication process where they are the source and other members are receivers, they decide the content, encoding system and the medium of the messages that will be sent and the feedback from the receiver is not given much attention and some delays and problems are experienced in feedback. They will use intra-organizational communication for purposes of administrative informing and providing necessary guiding by giving orders and instructions in a top-to-bottom manner. They will customarily use unidirectional communication means and tools for informative purposes, whereas two-way communication means and methods that provide mutual interaction need to be used. Therefore, an organizational structure emerges where diverse problems are experienced in various fields in intra-organizational communication, informal communication is not supervised properly and

takes place in a manner that may do damage to the organization in every respect and current potential of intra-organizational communication is not made use of duly in terms of organizational effectiveness, productivity, integrity, etc.

Some leaders, on the other hand (those who have more democratic tendencies and are progressively-minded) will encourage a communication system where they are either source or receiver depending on the situation, the content, encoding system and the medium of the messages to be sent is determined as required by the situation and when they are source, they pay due attention to the feedback that will be given by the receiver and thus prevent misunderstandings and consequent failures in communication. They will perform intra-organizational communication in a vertical and horizontal manner both to convey orders and instructions for guiding and informing and learn reports, wishes, complaints and expectations concerning the orders and instructions in question and to maximize cooperation and coordination among employees. They will use both one-way and two-way communication means and methods, depending on their current potentials, sometimes alone and sometimes in a manner that they will complement one another for purposes of informing and providing mutual interaction. Thus, an organizational structure will emerge where there are few temporary problems which can be easily overcome in intra-organizational communication with its various dimensions; informal communication among members is constantly supervised controlled and channelled and current potential of intra-organizational communication is used at a maximum level in the fields of organizational peace, coordination, productivity, effectiveness, entirety, satisfaction, etc.

In conclusion, the leader has an undeniable influence on intra-organizational communication whether positive or negative. The influence of an autocratic leader on intra-organizational communication will be different from the influence of a leader who has democratic qualities. Likewise, the influence of a leader who advocates traditionalism and customariness and the influence of a leader who is in the vanguard of modernity and progressiveness will yield different results. While, organizations regress or stay where they are with the charisma of the leaders in the first group, they will make progress in the direction of advanced development goals with the charisma of the leaders in the second group (Askun, 1971) and possess an effective and well-functioning internal communication system.

The effect of intra-organizational communication on the leader: Management of an organization is a rather difficult task for an organization. Since, the leader is the one who assumes this difficult and complicated task and is at the head of the organization, the success of the organization will also be perceived as the success of the leader and it will be thought that the biggest share and appreciation in organizational success should belong to him. One of the fundamental determinants of organizational success is organizational communication, which enables the current potential of the organization to be used in the most efficient way.

Therefore, for the leader to be successful within the organization, he should use this process of communication effectively? Include, it in all of the organizational and administrative functions. As a matter of fact, intra-organizational communication is the most important tool of organizational management and plays an effective role in the implementation of functions of planning, coordination, decision making, motivation and control. It is also one of the sine qua non in many fields such as organizational effectiveness, productivity, entirety, coordination, climate, socialization, etc. It enables the sharing of the essence and spirit of the organization. Core values of the organization are conveyed to members at all levels through it. Decisions taken at higher levels and orders and instructions are conveyed through it. Feedback in the form of wishes, complaints, demands and reports from lower level members is also provided through it. It is intra-organizational communication that enables coordination between units and among the personnel who work within the units. It helps members to get to know their own units, other employees in their own units and other units with employees in them. Thus, as members know each other and their different features, the possibility of a conflict within and among the units decreases. It is much more likely that they will come together in coordination for organizational purposes. This will in turn bring along successful organizations and successful leaders who are at the head of the organizations and to whom success is usually attributed.

The leader will acquire the ability for organizational empathy within the organization or further strengthen his existing ability. Since, empathy which is defined as "a person's putting himself in place of another and understanding his emotions and ideas accurately" (Dokmen, 1996) is at the same time a communicative ability, the information that the leader will obtain about members, events, circumstances and functions, thanks to it, will be a source of unequalled experience for him and enable him to develop effective, convincing and

satisfactory relationships by increasing his empathic thinking skills in later processes. He will have the opportunity to get to know members at all levels in terms of their positive or negative qualities concerning their characters and qualities. He will also be better equipped to make more self-confident and accurate decisions about who are more suitable for what jobs, what kind of organizational structure should be preferred for better and healthier organizational functioning and who will be assigned what kind of authority and responsibility. How the leader at the head of the organisation is perceived by the members and the attitudes and judgments that the members have about the leader will be learned, thanks to intra-organizational communication. It will be possible for the leader to notice some points about himself that he is unaware of or can not see on his own by the help of members. However, intra-organizational communication will again be needed to persuade members of the organisation about what kind of leadership is desired for what reasons, to what extent the leadership style of the leader overlaps with the desired leadership style and if it does not overlap or if it is thought that the desired leadership style is not fit for the organisation, then what is the best style. With the experience obtained from the use of intra-organizational channels effectively, the leader will be able to determine the most appropriate and effective behavioral style by considering what he will say or not say in terms of time, space, form, etc. All these things are basic determinants in identifying the level of legitimacy of the leader in the eyes of the members of the organisation, increasing and reinforcing it if he does not enjoy legitimacy at the desired level and if he has legitimacy at the desired level, then preserving it by reinforcing it in various aspects.

In conclusion, intra-organizational communication, which is of vital importance for the organisation and success of the organisation is equally important for the leader who is at the head of the organization. When it is considered that even being in a position to control communication can make someone a leader? it will be better appreciated to what extent intra-organizational communication is important for the leader. Therefore, when it is performed with due attention and in line with organizational goals, the greatest benefit will be obtained by the organization and the leader at the head of it. A malfunction in it or an erroneous approach concerning it will be reflected in the organization and the leader at the head of it in the most negative way and will bring along questions about the qualities that the leader possesses, the contributions his leadership has or has not made to the organisation and where he is leading the organization, etc.

THE POINTS FOR THE LEADER TO CONSIDER IN INTRA-ORGANIZATIONAL COMMUNICATION

A leader should consider some points in order to be regarded as an effective leader, make the right decisions when he takes decisions about intra-organizational communication, prevent the organization and himself from being harmed in this regard and help the organization function properly. These topics can be categorized as follows:

- The process of intra-organizational communication
- Objectives of intra-organizational communication
- Types of intra-organizational communication
- Gossip management within the organisation
- Intra-organizational communication networks
- Means and methods of intra-organizational communication
- Problems concerning intra-organizational communication

The process of intra-organizational communication: As in other means of communication, intra-organizational communication also takes place in a process. This Arklan 10299 process may occur between the leader and the members, or among the other managers and the members, or among the members themselves. In communication that takes place between him and the other members, the leader should be source or receiver, depending on the situation and encourage communication among other managers and members or among the members to take place in a systematic and effective manner in accordance with organizational objectives and supervise it.

At the same time, “he should not find this sufficient and he should raise an awareness in the members that they should supervise the communication process in order to prevent circulation of inaccurate news and information” and ensure their contribution to a healthy functioning process.

Objectives of intra-organizational communication: A system of formal rules and objectives that an organization has is the most distinctive aspect of that organization. The tasks, authority and procedures here are determined in accordance with an officially approved format. Intra-organizational communication is the most important tool in guiding organizational attitudes and motivating employees in accordance with these objectives which are the secret behind organizational success. Communication within the organization is performed in such a way as to accomplish certain tasks that will help

reach the overall objectives of the organization. The points that the leaders should consider here are to determine the objectives of intra-organizational communication, to ensure that these objectives are compatible with the general objectives of the organization, serve the general objectives and revise and rearrange intra-organizational objectives in accordance with organizational objectives depending on changing conditions.

Types of intra-organizational communication: Personal activities should be performed in a regular manner and in harmony with one another in order to attain the organizational objectives. Successful implementation of this coordination will undoubtedly require intensive inter-personal communication. However, this communication within the organization does not take place in a uniform manner but rather, in different forms. The goal of each of these forms, its area of activity and the benefits that it will provide, exhibit variation. Here, the leader should keep channels of intra-organizational communication open as much as possible, thus use each form of communication in line with its potential, effectively and efficiently when necessary and put into action in different forms of communication that will complement one another and compensate for each other's 10300 Afr. J. Bus. Manage shortcomings.

Gossip management within the organization: Gossip, which has a dynamic, unstable and changeable nature like humans, as it arises from social interaction is notorious for its low level of truth does not have a certain manner and method occurs inevitably wherever humans exist and is an indispensable part of organizations. The leader should be aware of this fact and therefore, take measures to reduce gossip and its negative effects to a minimum. What certain factors becomes topic of gossip, the reasons for them and what kind of information is conveyed through gossip on these topics should be learned and members should be informed by the authorities about these issues and thus, their need for information should be met.

It should always be born in mind that information is the oxygen for the institution (Diemer, 1994) and proper attention should be paid to this issue.

Intra-organizational communication networks: Communication between two individuals takes place via a third person especially in organizations. Each employee can meet only his immediate superior due to the rules of hierarchy and a person who wishes to communicate with someone higher in hierarchy can attain this goal by using hierarchical channels.

This type of communication, which concerns two or more people is called communication network (Can and Tecer, 1978). These communication networks, which can be classified as circular, chain, star and wheel type (Can, 1999) have weaknesses and strengths in comparison to each other.

While, some networks are suitable for certain types of organizations and leaders, others are appropriate for other types of organizations and leaders. The leader should know which of these networks are more appropriate for which types of organizations and leaders and prefer the communication type that is most compatible with his leadership style and organization type. While, he is making this preference, he should bear in mind the weaknesses and strengths of the networks.

Means and methods of intra-organizational communication: It is important that relationships within the organizational structure be orderly and conscious; it is equally important how and with what means these relationships are established. In this context, it is possible to deal with means and methods of communication that will be used in intra-organizational communication in two categories, that is, one-way (unidirectional) and two way (bidirectional) means and methods. Both of these means and methods have different functions within the organization. The leader should make preferences that will serve in line with the functions of these means and methods as much as possible. Action should be taken in accordance with the content and nature of the message to be conveyed and taking into consideration the members to be addressed. In this sense, one-way communication means and methods should be used to inform the members whereas two-way communication means and methods should be used for purposes of interaction; in short, they should be used appropriately and effectively.

Problems concerning intra-organizational communication: Some problems may be experienced in intra-organizational communication just as problems can be experienced in all fields within the organizational structure. What the leader should do in this context is to get to the bottom of the issue and reveal the problems clearly. The problem may be between the parties of the communication or it may alternatively be in the intra-organizational communication channels, the encoding system or message design. Clear identification of the cause of the problem enables the leader who is engaged in busy daily activities and has to use his time effectively and efficiently as much as possible',

to concentrate on the component within the intra-organizational communication where the problem is experienced and thus find healthy solutions without wasting effort. However, what is important here is that the leader should have a problem-solving approach and be aware that “any prescription will not do for a successful intra-organizational communication and the conditions of each organisation are different?”.

CONCLUSION

Communication and leadership are important in organizational life as well as in social life. A leader and a communication system that are compatible with the organizational structure have a positive effect in having the organisation attain success in the field that it operates; likewise, a leader and a communication system that have qualities in total opposition to the requirements of organizational structure will do considerable damage to that organisation.

Another important issue that should not be forgotten is that the leader at the head of the organization and intra-organizational communication influence one another positively or negatively in many respects. For intra-organizational communication to have a healthy functioning in terms of processes, forms of occurrence, the goals, communication networks and communication means and methods and bring out their current potentials in accordance with organizational goals, leadership is of key importance. On the other hand, intra-organizational communication assumes a determining role in the success of the leader, his acceptance by the organisation, his having a legitimate authority on the members, reaching his goals and maintaining his leadership. If the interaction is positive, then the leader, the internal communication system of that organisation and the organisation itself will benefit favorably from this situation; on the other hand, a negative interaction will do irreversible damage to the leader, the communication system and finally the organisation itself in many respects.

The point to consider here is that the organization and organizational structure should be analyzed properly and the leadership style best fitting for this organizational structure should be adopted. The leader should know what kind of organizational communication process should be implemented for what goals to attain organizational harmony and effectiveness, what kind of qualities intra-organizational communication channels, intra-organizational communication networks and communication means and methods that are used in intra-organizational communication have and which of them should be preferred in what kind of situations. If the leader gets a grasp of the spirit and essence

of intra-organizational communication and takes the right decisions on these issues, the leader will see positive reflections of this in terms of his own future and his leadership position.

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