

## THE ROLE OF THE LEADER'S COMMUNICATION IN THE ORGANISATION

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### ABSTRACT

Nowadays it is not enough to be a good manager, because that model of managing creates a distance between the administration and the employees in an organisation. Leadership is a new category of managing an organization, and it creates a closer relationship between the staff. The leader must have certain qualities, one of which is good communication. It makes for a reliable communicative network connecting the management, colleagues and employees. Communication is an important factor in an organisation's activity and in the relationships between the staff. The concept of leadership is a complex concept, as it is constantly changing, depending on global changes relating to the management of organisations. Modernity requires a different attitude and behaviour from leaders: they become guides, mobilisers of the team with which they pursue common goals. In order to achieve common goals together, a leader must communicate properly. The ability to gather teams and gain their trust is important for effective communication by a leader, so that communication goes smoothly, and this allows for achieving the common goals of the organisation.

KEYWORDS: *leadership, communication, skills, management, effectiveness.*

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### Introduction

The 21st century is full of challenges that are leading to new political, economic and social processes, among which changes in the structures of organisations and changes in the management of that change are increasingly being discussed. Change in traditional organisational structures requires new capacities to manage and coordinate it. In discussions about new opportunities for modern organisations, three significant themes emerge: creativity, innovation and innovative leadership (Atkočiūnienė et al., 2019). This article focuses on innovative leadership, which is what innovation is all about, with creativity being an important component of both innovation and change in leadership positions in the organisation, as well as in the delivery of all this to employees. It is therefore very important to understand the role of the leader in today's organisational management. It is not enough to be a good manager who knows what the organisation is doing, because this model of management puts a distance between the management and the employees in an organisation. It requires a manager who is able to act as a link between the organisation and the aspirations and expectations of the employees, to build trust and a sense of responsibility, and to create an internal culture in the organisation. A manager who can do all this becomes a leader. And leadership is a form of organisational management that creates a closer relationship between the manager and the employees, and between the employees themselves. Innovative leadership involves the influence of a leader based on the principle of voluntarism, whereby employees, led by the leader, pursue a common organisational goal of their own volition, and the leader merely coordinates their activities without coercion. Thus, as the structure of the organisation changes, the distinction between the manager and the leader becomes clearer. Since chan-

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ge is a constant companion of the 21st century, the leader must also constantly adapt to new circumstances, acquiring new competences, improving existing ones, etc. Among the many other qualities and competences required of a leader, communication competence is gaining increasing attention. Communication creates a reliable communication network between managers, colleagues and employees. Communication is an important factor in organisational performance and employee relations. If it is used appropriately in an organisation, it will be effective in achieving the common objectives. Leadership communication is defined as inspiring and motivating individuals through the systematic and meaningful sharing of information through excellent communication skills. However, it is important to note that there may be many different employees in an organisation, and there may be problems with successful communication between the managers and the employees. The focus of this paper is therefore on leadership communication in an organisation. The paper addresses the following question: What are the advantages and disadvantages of the role of communication in the leadership of an organisation? The aim of this paper is to shed a light on the relationship between leadership and communication in a modern organisation. To achieve this goal, the following objectives are set: 1) to provide an overview of the concept of leader and leadership; and 2) to discuss the changes brought about by effective leadership communication in organisational performance. The methodology of the work includes methods of analysis and synthesis of scientific literature, as well as logical and analytical methods for analysing the main issues related to the role of ethics in leadership effectiveness. The method of summarisation provided an opportunity to refine the most important results and thoughts. In this context, this paper first reviews the academic literature on the concept of the leader as a leader, and then discusses the importance of communication to the leader's performance in the organisation. The paper's conclusions briefly summarise the considerations, and concludes that a leader not only needs to be constantly evolving, prepared for challenges, constantly changing, and able to make quick decisions, but also, and most importantly, to be able to communicate well with his or her team members, as good communication is the key to an organisation's competitiveness, and to the job security of the leader and the team members.

## 1. The role of the leader in the organisation

Leadership is key to creating an innovation-friendly environment that enables organisations to remain competitive. Therefore, according to many researchers (Balcerzyk, Karczewski, 2022; Duncan, 2019; Khai-ruddin, Hussain, 2021), a good leader of an organisation must be able to continuously motivate and encourage employees. Such managers, both in academic literature and in practice, are known as leaders who are able to mobilise teams, and encourage and advise, rather than prescribe and report. Leaders in organisations must not only coordinate the work of the whole team, but also support the development of individual employees and promote positive emotions. The manager's involvement in individual tasks has a direct impact on the quality of those tasks and the proper achievement of the organisation's objectives. The role of leadership in modern organisations is important and recognised, but the types of leadership, styles, methods, etc. differ. This depends on the team assembled, the objectives pursued by the organisation, the choice of communication, and many other things that determine the particular culture of the organisation. Of course, however, we must not forget the core competences required of leaders: managerial, organisational, knowledge of the field they are leading, etc.

Modern definitions of leadership thus simply extend the traditional notion of a leader's authority beyond managerial skills. Interpersonal communication skills, positive relationship-building, managing difficult situations, empathy, and the ability to encourage others to trust and feel comfortable, are becoming crucial (Mencl et al., 2016). The scholarly debate recognises unanimously that leadership is a key factor for organisational growth and effective change. The leader and leadership are becoming crucial concepts in the context of the 21st century, and the role of innovative leadership is particularly important in processes of creating and implementing innovation (Khalili, 2016; Baumgartner, 2014).

The research literature (Akram et al., 2016; Shao, Feng, Hu, 2017; Minelgaitė, Vaičukynaitė, 2017; Sart, 2014; Vilkaitė-Vaitonė, Papšienė, Stulgienė; 2016; Digrienė, 2018; Setiawan et al., 2022; Walker, 2014, etc)

identifies a wide range of definitions, styles and models of leadership. Although most definitions of leadership tend to highlight one aspect in relation to other aspects (Minelgaitė, Vaičiukynaitė, 2017), it is possible to identify a few key aspects of the concept of leadership: Leadership is a *process*, leadership is related to *influence*, leadership occurs *in the context of a group*, and is related to the achievement of a *goal* Katilienė (2010) (see Table 1). In addition to these visions, the concept of leadership in almost all definitions mentions the role of followers, the role of the team, which helps to reveal the leader's relationship with his or her employees (Vilkaitė-Vaitonė, Papšienė, Stulgienė, 2016). And this aspect is very important, because a leader can only function when he or she has followers, and in the absence of followers, the leader's presence is not possible.

Table 1. The concept of leadership

Leadership and process	<i>the process</i> that includes the four elements of leadership: leader, follower, process and purpose	Minelgaitė, Vaičiukynaitė, 2017
	<i>the process</i> of creating meaning among members of the organisation	Digrienė, 2018
	<i>the process</i> by which one person influences a group of people towards a common goal	Northouse, 2009
	<i>the process</i> , the art and the ability to turn a vision into reality, and achieve the goal of attracting and influencing as many people as possible, encouraging them to make their own efforts to achieve the group's goals	Digrienė, 2018
Leadership and influencing purpose	the ability <i>to motivate</i> people to achieve <i>common goals</i> , <i>to get</i> ordinary people to <i>deliver</i> extraordinary results	Sousa, Rocha, 2019
	<i>exerting moral influence</i> on followers	Meyer, Sison, Ferrero, 2019
	the human capacity <i>to influence</i> , motivate and enable others to contribute to the effectiveness and success of the organisation	Tyssen, Wald, Spieth, 2013
	the process of human action <i>aimed</i> at leading and <i>influencing</i> others to achieve a desired result	Setiawan et al., 2022
	the process of leading, <i>influencing</i> and supervising others to carry out tasks according to planned instructions	Qomariah et al., 2022
Leadership and community	a rational and ethical process in which people try to make positive changes <i>together</i>	Akram et al., 2016
	a <i>collective</i> concept that encompasses many important social, organisational and personal processes, which in turn involve influencing and inspiring a group to achieve goals	Sart, 2014
	an <i>interpersonal phenomenon</i> arising from the interaction between leaders and followers, but effective leadership depends fundamentally on the leader's ability to solve complex social problems that arise in an organisation	Heifetz et al., 2009
	<i>building a team</i> and directing it to outperform competitors	Kaizer, 2005

It can be seen that the concept of leadership is, on one hand, multifaceted, and on the other hand, it includes and emphasises the same or similar components. Leadership is about empowering other members, increasing their potential, and mobilising them to act together. Leadership is the ability to help one's team to cope with the most difficult challenges (Heifetz et al., 2009). Leadership is a set of significant orientations, attitudes and practices of a leader, which can be collectively referred to as a style, and leadership style defines behaviours, methods of working in a team, ways of forming relationships with other members of the organisation, attitudes towards followers, the mechanism of distributing power, ways of spreading influence,

and a focus on goals, tasks and people (Yukl, 2012). To summarise all the above definitions of leadership, it can be argued that contemporary leadership should include western pragmatism, northern rationalism, eastern holism, and southern humanism (Atkočiūnienė et al., 2019). Being a leader who is not only able to maintain influence in an organisation to achieve the organisation's common goals, but also able to build teams to achieve that goal and manage the achievement of the goal, is not an easy process. After all, every organisation is like a living organism that only functions smoothly when everything is in sync. But to achieve this, you need to put in a lot of effort, not shy away from challenges, not be afraid to make mistakes, and try again. The biggest challenge for a leader is often the ability to get to know members of the team and to adapt certain leadership and communication strategies accordingly. Innovative leadership is not always well understood and appreciated by employees, and they often make the mistake of thinking that a leader who does not instruct and hold accountable, etc, is a leader who does not know how to lead, because he or she does not manage, does not directly control the employees, does not shout, does not yell at members of the team. In such cases, employees think that they can do whatever they want, that they can fail to do their tasks, or that they can do them carelessly, etc. And, of course, they are very surprised and disappointed when, after a few comments and expressions of dissatisfaction from the innovative leader, they suffer the consequences of their actions. It is also worth noting that not all teams in an organisation are ready for leadership change, especially if they have been used to working under direct instructions from a leader. In this case, giving permission, choice, expressing one's opinion, generating ideas, and being autonomous, can be a challenge for some teams in some organisations, because they also need to learn to organise their work differently, to learn to be responsible for themselves and at the same time for the team's work and for the result they are achieving, and to learn to understand that the organisation's goal is equally important and relevant to them. The realisation that you are part of an organisation whose contribution is just as important as that of the other team members does not come immediately. It is not enough for a leader to know what determines the overall success of an organisation, but to prepare, educate and perhaps even convince his or her team that it is only shared ambition that will benefit all. They need to embrace change together, to continuously improve, because with a disloyal, disengaged workforce, an organisation will not be able to achieve its goals, nor will it be able to implement change, which can quickly and severely reduce its competitiveness in the market. The result can be twofold: either the organisation will lose its status, or it will have to get rid of such employees. In either case, this will have only negative consequences for the employees themselves. Thus, when it comes to innovative leadership, it is important to keep in mind the very important role of the leader's team (followers) and the leader's ability to be part of the team, but at the same time to maintain a minimum of distance and respect as a leader, who, in spite of the close communication and cooperation, still needs to be listened to by his or her team, and to carry out the tasks he or she has been given, and to be accountable to them. This is why the manager's relationship with other employees in the organisation, the ability to set a positive example, to maintain and foster their loyalty to the organisation, to motivate, inspire and encourage them in the face of difficulties and to overcome necessary changes, is crucial. He or she must know employees' potential, anticipate their development opportunities, and guide them towards achieving the organisation's goals (Arifin et al., 2022). Leaders themselves must also be interested in innovation, open to change, and adaptable to it. For example, e-leadership, in addition to traditional leadership, has recently become increasingly common. Leadership is facing new challenges, both in terms of changes in the leader's leadership, and in terms of new communication channels, as e-leadership is defined as leading employees using digital, virtual channels, and media such as email or video conferencing (Toleikienė et al., 2022). Consequently, 21st-century organisations need to change the way they organise their work, and leaders need to look for new ways to achieve a competitive advantage for the organisation in the global arena (Adomavičienė, Tamošiūnas, 2023). But this innovation also raises significant concerns for the proper management of employees' working time: on one hand, so that employees working remotely from home do not abuse it by running their own affairs instead of working, and on the other hand, managers should not require employees to be available, and even to complete their work, after the end of the working day.

An adequate understanding that, regardless of the workplace, the working day should be as long as it should be, and that if there are urgent tasks and if longer hours are required, this should be treated as extra work, overtime, and paid accordingly. In recent years, this issue has become quite topical and sensitive in terms of the relationship between workers and their managers.

In conclusion, it is important to note that, unlike a manager, a leader must have a wide range of knowledge and skills, be able to adapt to constantly changing circumstances, and, of course, be able to communicate properly with his or her team members; and that means not only talking, but also being able to listen, to hear his or her employees, and to resolve any problems that arise in a way that creates a trusting organisational climate. A leader has to find solutions to a wide range of situations, and it is crucial to find a solution that is as acceptable as possible to everyone (Balcerzyk, Karczewski, 2022). Only in this case will it be possible to speak of innovative leadership. The culture that prevails in an organisation depends in many cases on the responsibilities and skills of the manager, and is closely linked to the manager's communication culture, management style and personality. It is no coincidence that innovation requires a very different quality of communication in an organisation. One of the core competences of an innovative leader is that of effective organisational communication. Only by communicating and disseminating the organisation's vision to employees, and by realising your vision, can you influence their attitudes and behaviour at work. Only where there is good interaction between the manager and the employees will there be good communication and collaboration within the team, which will encourage employees to understand the mission and the goals of the organisation, which in turn increases job satisfaction (Tsai, 2011). It is observed that an organisation needs to have an appropriate platform for feedback, discussion and consultation that involves every member of the team in the organisation (Mumford, 2000). Therefore, for a leader to shape his or her influence, it is important to have the right communication to encourage creativity and information sharing within the organisation.

## 2. The leader and communication

Interest in communication as a phenomenon and a process started relatively late. It emerged in the mid-20th century, even though the possibilities for communication and information sharing were already being discussed in Antiquity. Since the origins of communication date back many years, it is not possible to define communication clearly and simultaneously, as in the case of leadership and the concept of the leader, both of which are subject to change in response to other social changes around them. Communication science recognises several paradigms of communication, and has about 100 definitions of communication, and more than 200 theories of communication. All this shows that perceptions of communication vary, and that concepts of communication differ from one source to another. In a general sense, communication is understood as social interaction between people, in which scientific, productive and other experiences are exchanged. The communication process is a sequence of actions in which the sender attempts to influence the receiver in order to elicit an acceptable response. Communication is only possible when at least two actors are involved in the communication process, the sender and the receiver. One of the participants in the process is interested in the other or others in conveying information that the other participant will receive and understand in the way that the first participant intends. This whole sequence can easily be transferred and applied to manager-team interactions, where one person shares information with the intention that the team will understand it properly and that he will influence it in the right way, so that the overall goal of the organisation can be achieved. Communication thus plays an important role in the social interaction process, not only in life in general, but also in the life of an organisation. Successful communication is considered to be when the message sent by the sender is meaningful and understandable to the receiver (Subanci et al., 2016).

Communication is an important process in the social life of a society, and its importance cannot be ignored in the context of leadership competences and organisational management factors. A leader can achieve a lot, not only through effective leadership, good planning and monitoring, but also through communication (Towler, 2003). Good communication skills help to create an atmosphere of exceptional understanding of what is being communicated, and encourage team members to blindly follow their leader. The leader should



ensure that communication is continuous, and that informal and formal methods are used appropriately. Informal communication helps to obtain more accurate and regular evaluation, and to communicate problems more quickly. Informal communication at breakfast meetings and round tables always proves to be effective and useful in discussing and finding solutions to various issues, such as trust and credibility, whereas formal methods require proper planning and execution.

Given that innovative leadership is strongly employee-centered and employee-centered, it is essential that the communication process is smooth and reciprocal, otherwise a communication failure will result. And if it is prolonged and becomes permanent, then the organisation is not only facing a communication fiasco, but also a general crisis, with consequences for its future performance. Studies have shown that a good communication climate in an organisation has many beneficial, albeit indirectly perceived, positive consequences. As is mentioned above, the overall success of an organisation depends on all its members, so if the leader has the right decisions, both managerial and communicative, if the team understands or follows the leader, and if there is good communication between them, then the organisation will thrive. However, it must not be forgotten that communication in an organisation must reach, influence and persuade each and every one of its members before it can be called effective. This means that communication in an organisation should not be mistaken for talking, but must have a purpose that benefits first and foremost the organisation and then, of course, the employees. The key criterion is the communication appeal, which must motivate employees to want to participate in and benefit from the organization, and to do so voluntarily. It must be remembered that there are many people in an organisation, employees who communicate on a daily basis not only with the leader, but also with each other, exchanging experience, ideas and expertise. Therefore, the first thing a leader needs to do is to assess the composition of his or her team, what is expected of it, what the objectives are, and what the expected results are. And then the leader's goal is to find the appeal that will unite the employees into a team and make them follow their leader. And it would be good for the team not to notice that manipulation for it to be mutually beneficial. Otherwise, it would again be a case of failed communication. The effectiveness of communication in an organisation is therefore not only determined by the leader's good speaking skills, but also by his or her knowledge of psychological and communicative aspects. By combining these elements, we get effective communication, the aim of which is the successful implementation of tasks, which determines the further development of the organisation and the success of the work (Baršauskienė, Ivaškevičienė, 2005). According to Stoner, Freeman and Gilbert (2001), without effective communication in an organisation, it is not possible to achieve success in the workplace and to motivate employees properly. Communication enables members to understand processes in their organisation, to feel part of it, and to take responsibility for their own performance. Good organisational communication acts as a mediator between the organisation's governance, intentions and implementation. Successful communication will also affect the productivity of the organisation, as employees will be motivated to perform optimally (Ahmed et al., 2009), which will have an impact on the profitability of the organisation (Ahmed et al., 2009). Communication will foster trust between managers and employees, in which case leaders will find it easier to build good relationships with employees, by creating a relaxed, honest and informal communication atmosphere (Ahmed et al., 2009). This means that good communication will build a strong organisational culture, help employees to better understand the existing values of the organisation in which they work, and help them to properly appreciate and fulfil themselves in the organisation (see Figure 1).

Thus, for an organisation to operate in a coherent way, it is essential that the communication model works smoothly. If it is broken, it is obvious that the manager will also find it difficult to manage the organisation's performance. Hence, a leader's success depends on the ability to communicate effectively (Chatman et al., 2020), and to properly motivate his or her team to achieve common goals. A team is not made up of just one person, so it may be the case that the same motivational tools may not have the same effect on everyone, not all team members can be influenced by the same tools, not everyone has the same communication style. This means that there are many problems and uncertainties that a leader has to overcome in his or her journey towards successful communication with his or her team. He or she needs to know each member of the team, to know the employee's aspirations, his or her needs, his or her attitudes to work, the reasons for employ-

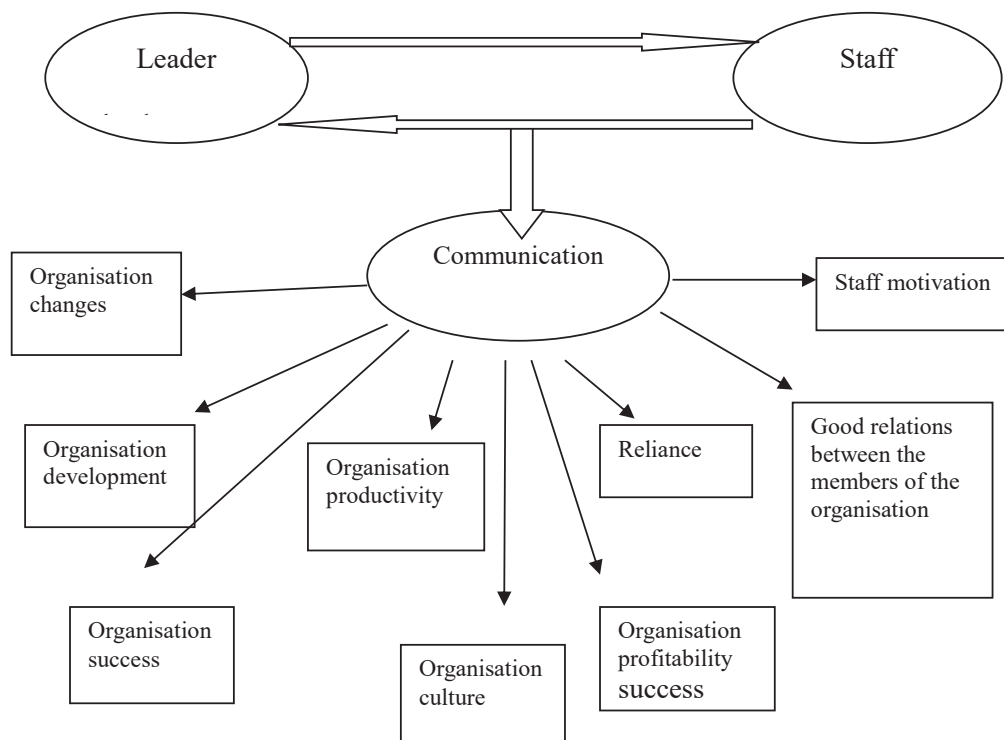


Figure 1. The impact of a leader's effective communication on organisational performance

ment, the prospects he or she expects, and other important things, in order to be able to envisage a particular communication strategy, and to choose a communication model. It is also very important to assess the communication method: whether to be softer or stricter, more abstract or more straightforward, more complex or simpler, etc, because this is also an important factor: the person must understand what is being said, but not be communicated with in a very primitive manner. Only by understanding all these subtleties will a leader be able to influence and win over his team members, to persuade them to work hard and to work towards the organisation's common goals. But what he or she applies will only be for that particular team, and if a team member changes, or if the team is reshaped, let alone if the leader moves on to another team, the same communication strategy will no longer work. This is why leaders are constantly referring to their ability to cope with change, to constantly find new solutions, and to adapt to changing circumstances. Employees simply need to find a mutually beneficial way to communicate with their leader and carry out the tasks assigned to them, while the leader is always held accountable for both the results and the ability to deliver them. Of course, it is also important for a leader to know more than just influence or motivation, but also the human aspects of effective communication, such as the ability to stimulate, encourage, support, advise and listen to team members. Good leaders are well aware that effective communication is not a one-way process, as there are two key factors in the communication process: speaking and listening with understanding. The communication process will stagnate if the team members and the leader are not properly heard and understood.

Knowing how to communicate with employees helps you better understand people's beliefs and inspire them to follow the principles and values that the manager wants to instill in them. Without good communication skills, the leader fails to achieve the goals set for him and the organisation, and thus he becomes an ineffective leader. Leaders who are able to influence and motivate their team members through effective communication are considered the best managers. They ensure work, discipline and a sense of responsibility among team members, have a strong set of precise work principles, and believe that the same principles are followed by the teams they lead, so such leaders are highly valued by their team members (Froschheiser).

Such purposeful leadership communication, when the leader inspires his team and makes them perform assigned tasks effectively, is called leadership communication (Luthra, Dahiya, 2015). It is a complex process that involves developing a communication strategy, precise writing, and effective speaking, to manage difficult situations. Organising with leaders who have sufficient skills to respond and communicate frequently, with a well-planned and dedicated communication policy, helps to encourage not only employees, but also partners and customers to trust the organisation. According to leadership research, trust is a factor that any person wants to have before enthusiastically following someone in any situation, and wants to be sure that the leader he is going to follow is righteous and ethical. Without good communication skills, a leader fails to achieve the goals set for him and the organisation, and as a result he becomes an ineffective leader. In order to improve, a leader should deepen his knowledge of psychology and communication, be interested in the activities of well-known leaders, participate in events and training for leaders, constantly communicate with his team members, and monitor the results they achieve, etc. A leader devotes every minute to his development in order to successfully overcome emerging challenges. However, you must realise that there are no infallible people, so it is very important that leaders are not afraid to make mistakes, and that if they make a mistake, they are able to learn from it and correct their mistakes. One of the biggest mistakes is to start feeling omniscient and know-it-all. This trait can push the leader and his team into a deep crisis. Another potential problem is that a highly developed leader may become overtly domineering and show off his knowledge: this behavior would return the leader to the role of a traditional leader, and the team would become nothing more than the executor of his orders. So the leader must not forget that, despite his greater knowledge of certain things, his ability to influence other people, predict strategies, etc, he is part of his team. Although he is supposed to be leading the team as leader, he actually follows the team members by watching them and helping others to keep up.

## Conclusion

The concepts of leadership and communication are complex, because they are constantly changing, depending on global changes relating to the management of organisations. Modernity requires a different attitude and different behaviour from leaders: they become guides, gatherers of the team with which they strive for common goals. And for this, properly selected communication is important, which promotes the creativity of the team and the sharing of information in the organisation. At the same time, the leader faces a number of challenges and problems: he needs to constantly improve, be interested in change, promptly solve problems that arise, be able to find the right communication with his team members, etc. That is, if the leader does not do this well, he loses contact with the team, and the organisation's performance and competitiveness suffer. In addition, a constantly improving leader is in danger of feeling omniscient and becoming a standard leader who is only able to point to and show his superiority. Vigilance by the leader is also required by the employees of the organisation, who are not always able to properly assess and understand the role of the leader in the organisation. In order to minimise problems and misunderstandings, a leader has to perform an infinite number of functions: to lead a team in such a way that its members consider themselves part of the team, but not to forget that he is the team leader, to communicate in such a way that the team is focused and motivated to strive for the common goals of the organisation, which are closely related to managerial and strategic aspects. And the most important thing is not to be afraid to make mistakes, because mistakes can be corrected, and failure to recognise mistakes threatens the failure of both the leader and the organisation itself.

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## LYDERIO KOMUNIKACIJOS VAIDMUO ORGANIZACIJOJE

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### Santrauka

Besikeičiantis pasaulis verčia keistis organizacijas. Formuojant inovacijoms palankią aplinką ypač svarbus lyderystės veiksnys, todėl geras organizacijos vadovas turi gebėti nuolat motyvuoti, skatinti ir padrašinti darbuotojus. Tokie vadovai tiek mokslinėje literatūroje, tiek praktinėje veikloje vadinami lyderiais, jie geba sutelkti komandas, padrašina, teikia patarimų, o ne nurodinėja ir priima ataskaitas. Lyderių buvimas organizacijose ne tik pagerina visos komandos darbą, bet ir skatina tobulėti pavienius darbuotojus, lemia teigiamas emocijas. Lyderio įsitraukimas į konkrečių užduočių įgyvendinimą lemia jų kokybę ir tinkamumą siekiant organizacijos tikslų.

Lyderystės temos aktualumą ir kompleksškumą rodo lyderystės apibrėžimų gausa ir įvairovė. Ji aktuali, nes organizacijos ieško naujų būdų, kaip mažinti konkurencinį spaudimą, lanksčiai reaguoti į sparčiai besikeičiančias aplinkos sąlygas ir naujų technologijų diegimą, skatinti darbuotojų įsitraukimą į organizacijos procesus, gebėti priimti veiksmingus sprendimus padidėjus rizikai. Taigi šiuolaikinės lyderystės apibrėžtys išplečia tradicinę vadybinio autoriteto sampratą, akcentuodamos ne tik vadybinius asmens gebėjimus.

Vertinant lyderio poziciją, verta pastebėti, kad lyderį nuo vadovo galima atskirti iš to, ar jis tik skaičiuoja gaunamas vertes, ar prisideda prie jų kūrimo; jis valdo pasitelkdamas galią ar darydamas poveikį; turi pavaldinių ar sekėjų. Kadangi lyderis nėra pavienis individas, jis siejamas su savo komanda ir joje vykstančiais tęstiniais veiksmis, svarbu ugdytis kaip asmenybei, kuri rodo pavyzdį kitiems organizacijos nariams. Nes patrauklus ir įtikinamai motyvuojantis lyderis gali paveikti organizacijos darbuotojus, įkvėpti juos siekti bendrų tikslų, paskirstyti atsakomybes, remdamasis strategija, inicijuoti pokyčius, skatinti bendradarbiauti ir

pasitikėti. Veiksmingas lyderis veikia kaip motyvuotojas, vizijos formuotojas, užduočių vykdytojas ir analizuotojas, lemiantis prasmingą organizacijos darbuotojų darbą.

Organizacijoje plėtojama komunikacija turi pasiekti, paveikti ir įtikinti kiekvieną jos narį, tik tada ją bus galima vadinti efektyvia. Jos dėka organizacijos nariai gali suvokti savo organizacijoje vykstančius procesus, pasijusti šios organizacijos dalimi ir jausti atsakomybę už savo vykdomą veiklą. Komunikacija yra svarbus procesas socialiniame visuomenės gyvenime, tad jos svarbos negalima ignoruoti ir kalbant apie lyderio kompetencijas bei organizacijos valdymo veiksnius. Lyderis gali daug ką pasiekti ne tik veiksmingai vadovaudamas, tinkamai planuodamas, stebėdamas, bet ir bendraudamas. Daugelis tyrimų aiškino koncepciją, kad būtent veiksmingas bendravimas yra tas veiksnys, galintis perkelti asmenį iš žemesnių pozicijų į lyderio poziciją. Puikūs bendravimo įgūdžiai leidžia kurti atmosferą, kur suprantama, kas komunikuojama, ir skatina komandos narius aktyviai sekti jų vadovą.

PAGRINDINIAI ŽODŽIAI: *lyderystė, komunikacija, įgūdžiai, vadyba, efektyvumas.*

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