



A Review of the Influence of Effective Communication Skills and Emotional Intelligence of Leaders on Organisational Efficiency

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Author's contribution

The sole author designed, analyzed, interpreted and prepared the manuscript.

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ABSTRACT

In this rapidly changing global environment, the need for communication skills (CS) and emotional intelligence (EI) has become important to today's leaders, in addition to knowing other technical and conceptual skills. Although many universities and management institutions around the world have studied the impact of CS and EI on organizational performance, there are still numerous gaps in the research approach, results and conclusions. Most people are confused due to complex information that lacked impeccability in past studies. This study aims to identify the significance of CS and EI that influence leaders and organizational performance and examine how the contributions, evaluations, opinions and ideas of previous researchers have been related and biased. This is an independent article based on a literature review conducted using the electronics databases such as EBSCO, DOAJ, RESEARCH LIFE, EMBASE and Google Scholar. The variables explored in the present review include effective communication skills, leadership emotional intelligence and organizational performance which are also the guiding framework of the review. The present review shows that CS and EI may be combined rather than separated to develop the potential of a leader to achieve organizational efficiency and success. Both CS and EI are the prerequisites of an effective leader to manage others and build long-term relationships. The review recommends that leaders receive the appropriate training in public speaking, negotiation, emotional management, and organizational efficiency to improve their CS and EI.

Keywords: Effective communication skills; Leadership Emotional Intelligence (EI); Organizational Efficiency; Organisational Performance.

1. INTRODUCTION

Due to the global competitive landscape in the realm of corporate governance and its communication process, many fundamental changes have been undertaken including the way that a leader augments organizational efficiency. These changes are the result of advances in knowledge, mobility, communication and complexity as well as the unwavering ability of mankind to effectively manage organizations. Today's working environment requires a change based on the nature of organizations through the necessary knowledge and skills. Over the past few decades, leaders' interpersonal skills have been steadily increasing to enhance the social intelligence and efficiency of an organization. The leader's emotional intelligence, traits and characteristics are substantially valued in building a relationship with others. The ever-changing working environment creates numerous challenges for any organization and affects the knowledge and skills required by leaders. As a result, it is time for leaders to consider emotions and CS in daily life.

In particular, effective communication with others is essential to achieving organizational goals. It's important to ensure that the communication is concise and precise, taking into account the needs of the other party. Effective and thoughtful oral and written communication enables a leader to better manage conflicts, express needs, influence others, and improve listening skills—all of which are part of emotional intelligence.

Moreover, combining emotional intelligence with effective CS can improve relationships with employees, managers, customers, and others in the organizations. The ability to understand and control one's own emotions and to understand the emotions of others allows his/her to improve effective communication with others. If a leader does not have emotional intelligence, he/she cannot understand how to communicate effectively with others. EI is about interpersonal skills-maintaining good relationships with all types of people, building relationships and building relationships to achieve goals, using diplomacy and tact to solve problems and resolve conflicts. The purpose of this review is to explore the significance of the communication skills and emotional intelligence of a leader and examine how these influence subordinates in an

organization for better efficiency. Besides examining the significance of CS for a leader to effectively improve organizational performance, the relationship between a leader's performance and EI is compared. In brief, the review aims to address this question: What are a relationship between CS and EI that improve leaders' performance, self-awareness, and sense of exoticism, thereby developing and enhancing their performance in the workplace? For this, the relevant research papers of past scholars have been reviewed and discussed in the present review. The key variables captured are organizational performance, CS, and EI are taken into accounts to support the aims of the study.

2. EFFECTIVE COMMUNICATION SKILLS

An executive or a leader who can communicate effectively with subordinates in his/her organization is considered a competent leader. Effective leadership communication skills (ELCS) are like a glue, which can help to deepen connections with supervisors, colleagues, and others to improve teamwork, decision-making, and timely challenges. It combines a range of skills, including the leader's nonverbal communication skills, extensive listening, and the leader's ability to communicate confidently. This is also to ensure that the leader understands his emotions and other people with whom he is communicating [1-2]

Effective leadership communication skills are a way to convey meaning by influencing individuals, groups or organizations in a targeted manner. To be a successful leader, one must be good at communicating with and influencing others by making the right decisions, setting goals, and completing work on time Bowman [3,2]

On the other hand, Robinson, Segal, & Smith [4] coined that CS can be used not only as a means to convey information but also to understand the emotions and intentions behind any message conveyed by the leader. Executives who are good at communication have a clear understanding of what employees should do and how they want to perform tasks.

Communication skills are more than just talking. In order for leaders to communicate effectively,

they need to form a common understanding of ideas, explain ideas clearly, and communicate with their subordinates. In addition, his/her communication should have a clear direction and goal for others to understand and follow easily Gilly & McMillan [5]. The statements have been supplemented by Barrett [6] and coined that as leaders rise in positions, they find themselves in a larger and more complex situation in the organization, not only have to make decisions but also delegate tasks to subordinates. To make decisions on how to perform tasks for subordinates at the functional and operational levels need his/her ability in communication.

Okoro [7] also supported the earlier ideas and emphasized that a leader should maintain effective verbal and written communication skills, which are essential for him/her to interact with people to provide solutions, feedback, and seek ideas from subordinates with different personalities in the organization. In fact, at the operational level, subordinates believe in performing oral communication rather than written communication, but written communication is better at the functional and higher levels.

It is also important that the leader has good listening skills and effective communication skills. He or she needs to be able to listen to and understand employees' questions, their opinions and their feelings. In order to be able to respond to the complaints and problems of subordinates, the leader must first understand where the problem is and should be more open in sharing their feelings with people to gain more attention [2]. García & Helio Fred [8], also argued that communication skills are the volitional behaviour of the leader against the living entity in response. Communication with managers is purposeful, that is, it focuses on specific business goals that need to be achieved. Despite the subject being similar, the finding pertains to a specific discipline like business and no other perspectives have been discussed in the study. Most previous researchers stressed the importance of effective leadership communication skills in a limited domain. Therefore, the studies lacked the diversities of ideas and perspectives.

Patterson and Kottler [9] believed that there are some obstacles to achieving organizational change, which is caused by leaders' lack of effective communication skills. This is due to leaders' inability to motivate and influence others

and ultimately fail to achieve organizational goals. Further Ken Blanchard [10] reinforced and mentioned that leaders often fail to communicate their vision and strategy. Some over-communicate when emotions break out while some leaders can't communicate clearly at all. As a result, they can't communicate the company's goals and subordinates' roles. Therefore, they never get clear information and feedback from others. Owing to which leaders weaken their communication efficiency.

To overcome the shortcomings of the leaders' communication skills, leaders need to acquire the necessary leadership skills, which may help them to effectively develop communication skills in their careers. Organizations should assess whether leaders have effective communication skills to solve key problems and challenges in the organization JoAnne and Facey [11].

Further, they highlighted that organizations should implement development plans such as formal training and public speaking guidelines. Such initiatives should be structured learning to enable leaders to develop leadership skills or experiential learning, especially communication skills.

Most importantly, the information conveyed must be clear and important to avoid misunderstandings. Therefore, it might help executives maintain good personal and professional relationships with their supervisors, colleagues and employees, and ultimately bring about positive changes in the organization. The effective communication skills of leaders depend not only on what they say but also on the leader himself, who interacts with stakeholders, subordinates and colleagues to achieve the goals of the organization. To be effective in an organization, one should have a high level of emotional intelligence.

3. LEADERSHIP EMOTIONAL INTELLIGENCE

Emotional intelligence (EI) is the ability to recognize and control one's own emotions and the emotions of others. It is generally believed that it includes 3 skills such as emotional awareness, the ability to control emotions and the ability to control emotions [12]. It is a subset of social intelligence, including the ability to control one's feelings and emotions, distinguish between them, and use that information to control thoughts and actions. It is increasingly

popular for identifying potentially effective leaders. A leader with EI is considered one of the most important leadership skills. In addition, Mayer & Salovey [13-15] demonstrated that a leader should have the ability to perceive things, express emotions, and appreciate others. Leaders should provide good ideas and arouse their feelings for employees in the organization in order to use the power of positive thinking such as feelings and moods. Most importantly, leaders need to understand the emotions of their subordinates and regulate their emotions to promote their intellectual growth. They also depicted that emotional development has social rules for leaders which need to regulate their behaviour according to the rules. However, the researchers have not discussed what kind of skills determine to set priorities, exercise judgment in action, and integrate themselves into groups and organizations. If EI is a prerequisite for becoming a successful leader, the researchers should have deliberated how such basic qualities of self-awareness, social awareness and self-management make an effective leader. Salovey [14], in contrast, a leader with low emotional quadrants(EQ) can make subordinates emotionally and socially powerless. If managers cannot perceive feelings and cannot evaluate subordinates, it will affect the professional relationship with superior colleagues and subordinates. Therefore, recognizing and understanding the emotions of other people are related to the leader's ability to regulate and understand the complexity of emotions. Besides, Melita Prati [3] also mentioned that EI reflects the ability to read and understand others in a social environment, recognize the nuances of emotional responses, and use the knowledge to influence others through emotional regulation and control. Team efficiency in today's organizations depend upon the individual's roles and knowing the perception and expectation of others in society.

4. ORGANIZATIONAL EFFICIENCY & PERFORMANCE

Before understanding the role of leaders in an organization, it is important to clearly understand what the organization and its performance are all about. An organization may be understood as an organized group of people who take specific actions for specific purposes. Similarly, "performance" includes the act or process of performing various tasks or functions assigned by those organized groups and checking

whether the tasks are being completed. success or failure.

Therefore, the effectiveness of an organization is only related to the success of these organized groups in performing the tasks assigned to specific functions and the success of the results [16]. Leaders play a vital role in achieving company performance. According to Daft [17], an organizational effectiveness is the ability of an organization to achieve its goals through efficient and effective use of resources. Similarly, Ricardo [18] also defined organizational effectiveness as the ability of an organization. On the other hand, the concept of organizational effectiveness is based on the view that an organization is a voluntary collection of productive assets (including human, material, and capital) to achieve common goals [16][19]. However, besides these factors, the three main factors that affect the effectiveness of the organization are organizational motivation, external environment, and organizational ability. This is mainly to achieve the organization's goals and monitor the influence and influence of the external environment.

Measuring the effectiveness of an organization is necessary to support the organization and move towards achieving its vision and goals. It is one of the pillars of excellence in any organization to determine what should be measured and which measurable parameters are used to assess the organization's performance. Financial performance and non-financial performance are essential to measuring organizational performance. However, to communicate with various stakeholders, the CS and EI of a leader play pivotal roles in every organization.

Within an organization, financial performance is an important indicator that measures changes in the financial position of a firm. However, a leader has to effectively communicate with others to inform [20]. Similarly, Abu-Jarad [21] also indicated that the key goal of the performance measurement is to strengthen its proficiency in the organization through effective communication. This indicates a pure impact of CS on performance measurement. Other the other hand, Mitchell & Havel [19] revealed that operational indicators can be measured in terms of relevance, effectiveness, efficiency, and financial sustainability because such indicators describe how human resources can best achieve the overall performance of a firm. Similarly, Raak, Amber & Raaphorst [22] indicated that an

operational performance reflects the long-term financial status of an organization. He concluded that an organization may adopt all these important parameters to achieve the organization's goals. In addition, Bhalla [23] coined that operational efficiency can be measured by the skills of the organization and the people who help the organization execute its strategy, however, most organizations don't measure that skill. In all organizations, leaders should know comprehensive operational performance measurement tools to measure organizational performance [24]. As a result, it is clear from previous research that corporate performance is measured by using human abilities and skills. When leaders are more proficient in communication skills and EI, they are expected to be more efficient.

5. CONCLUSION

The review focuses on the significance of the communication skills and emotional intelligence of leaders that promote a difference in organizational performance. The comparison of past the scholars and leadership experts findings on the influence of effective communication skill and emotional intelligence of leaders on organisational efficiency have been made to conclude the review.

In the present review, it has been proven that communication skills and emotional intelligence are related and integrated. The review shows that the role of communication and emotional intelligence are vital to leaders everywhere because most studies believed that these variables have a direct impact on organizational performance. In addition, most previous studies have shown that managers' emotional intelligence and communicative intelligence are particularly important to the operation of an organization. Similarly, the present review has shown that leaders play an imperative role in this highly competitive global world to develop a long-term strategic plan to achieve organizational efficiency and goals. The present review also indicated that leaders are responsible for taking care of all stakeholders, subordinates and employees who need to be happy and always motivated. In addition, it shows that there is a direct relationship between these two communication skills and emotional skills because these have a direct impact on organizational efficiency. Therefore, a leader should have good communication skills and a high level of emotional intelligence all the time.

In addition, EI is the leader's ability to manage and control the emotions of others. Recognizing different types of emotions in others and being able to distinguish one's own emotions from those of others as well as use this information independently in the process of thinking and acting are the most significant traits of a leader. EI has become a popular workplace productivity driver for most corporate leaders. Therefore, the present review also shows the communication skills and EI may be combined rather than separated to realize the potential of effective leadership skills and achieve organizational success.

As a result, when an organization encounters challenges in recruiting and retaining effective leaders, the organization may go with the leaders who can promote efficiency in this highly competitive era. Finally, the present review depicts that emotional intelligence is indispensable for any leader in an organization to resolve conflict, create self-awareness, emotional management, effective communication, and social awareness. Hence, leaders may boost their communication skills and emotional intelligence to better achieve the goals of the organization. Therefore, to promote leadership's growth and effectiveness, numerous leadership training programs, such as public speaking, negotiation, emotional management and organizational ethics may improve the communication skills and emotional intelligence of a leader.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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