

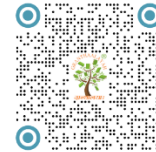
Original Article

LEADERSHIP COMMUNICATION STYLES AND ITS RELATION TO COMMITMENT, SATISFACTION AND WORK CULTURE IN INDIAN IT/ITES ORGANISATIONS - EMPLOYEE PREFERENCES FOR LEADERSHIP COMMUNICATION STYLES

Shumita Mahajan ¹, Dr. Radheshyam Jadhav ^{2*}

¹ Department of Journalism and Mass Communication, Vishwakarma University, Survey No. 2,3,4, Laxminagar, Kondhwa (BK), Pune, Maharashtra, India

² Department of Journalism and Mass Communication, Vishwakarma University, Survey No. 2,3,4, Laxminagar, Kondhwa (BK), Pune, Maharashtra, India



ABSTRACT

It is now well accepted that leadership communication is vital in shaping employee attitudes and organisational effectiveness. Despite a large amount of work investigating leadership styles, little attention has been paid to employees' preferences for the leadership communication behaviours described.

The present study is an attempt to study the employees' choice of leadership communication styles and its relation with the employees' organisational commitment-related factors such as organisational commitment, job satisfaction, work culture, and their performance in Indian IT/ITES organisations.

The present study is based on data collected from 161 people working in the Indian IT/ITES industry. Different forms of leadership communication behaviours were ranked according to four employee outcome dimensions: task accomplishment; organisational pride; job satisfaction; and work culture. They were classified in 6 sub-dimensions of communication styles: Expressiveness, Preciseness, Questioningness, Verbal Aggressiveness, Emotionality and Impression Manipulativeness. Our results show clear preference for expressive, inclusive and precise modes of communication. Communication habits that demonstrated hostility, a tendency to blame, emotional volatility and an authoritarian style consistently scored lower. Performance was ranked highest in the research. Employees related expressive communication with a positive atmosphere at work and precise communication with job accomplishment.

The study emphasises the significance of the quality of communication in influencing employees' perspectives and is of practical relevance for leadership development in knowledge-intensive organizations.

Keywords: Leadership Communication styles, Employee Commitment, Job Satisfaction, Work Culture, IT/ITES-India

INTRODUCTION

Indian Information Technology (IT) and Information Technology Enabled Services (ITES) sectors have contributed significantly to economic growth, employment generation and worldwide competitiveness Gupta and Singla (2016). The sector is information demanding, technology driven, project driven and heterogeneous, thus it needs strong leadership to keep employees committed, productive and innovative. Leadership is shown directly by strategic actions and indirectly through communication in these contexts, the major way to influence employee attitudes and organisational performance Johansen (2018). Recent study has shown how strongly leadership communication impacts employee engagement and beneficial organisational outcomes. Effective leadership

*Corresponding Author:

Email address: Shumita Mahaja (mahajanshumita@gmail.com), Dr. Radheshyam Jadhav (radheshyamj@gmail.com)

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communication can increase trust, engagement and organizational citizenship behaviors of employees and transparent and participative communication can enhance workplace relationships and organizational effectiveness [Alsharairi \(2025\)](#), [Gallego \(2025\)](#). Leadership is experienced by employees in day-to-day interactions. Communication style is thus one of the most obvious types of leadership behavior. Good communication can lead to trust, dedication, collaboration and employee engagement; bad communication can lead to unhappiness, disengagement and an adverse perception of organisational culture. Recent studies have focused on communication-based leadership, especially in today's work settings, which are increasingly hybrid, virtual and demanding greater transparency and participation from employees. Employees are increasingly valuing leaders who are transparent in their communication, facilitate discussion, demonstrate empathy, and involve team members in decision processes [Men \(2014\)](#).

On the other side, communication habits such as hostility, too much control (including blame-shifting), emotional instability and manipulation are typically associated with low performing employees with strained working relationships at an organisational level. In knowledge-based sectors where communication is a strategic goal, it is crucial to understand the preferences of employees with respect to communication techniques. There is an increasing emphasis on leadership communication. This has resulted in a limited research on employees' perceptions and communication habits of leaders in Indian IT/ITES sector and influence of such behaviours on organisational outcomes. Therefore, the present study explores employees' preferences for leadership communication and its impact on organisational commitment, job satisfaction, workplace culture and performance results. Such findings are meant to inform leadership development strategies and assist organizations in building productive and engaging work cultures.

LITERATURE REVIEW

In the realm of organizational behavior and management, leadership communication is becoming more significant, since it is reflected in employees' attitudes, work relationships and work outcomes. Indeed, whilst traditional approaches of leadership have focused on leadership traits and behaviour in the context of organisational behaviour, there is a growing recognition by contemporary scholars that communication is the main medium through which leadership is practiced. Leaders share vision towards the organisation, create direction, control performance, develop relationships and influence organisational culture through their relationships with workers [Yukl \(2020\)](#).

Therefore, the quality and type of communication used by the leaders is typically indicative of leadership effectiveness. Communication-centered leadership worldviews suggest that employees experience their everyday exchanges with leaders as happening outside formal organizational structures. Effective communication is a prerequisite for effective leadership. Communication is effective when it fosters trust, engagement, collaboration and commitment; communication is ineffective when it generates discontent, conflict and a decrease in organisational attachment [Northouse \(2022\)](#). Leadership communication turns to be strategic in knowledge dense domains like Information Technology (IT) & Information Technology Enabled Services (ITES) where collaboration, creativity and data sharing are necessary.

The most common approach to understanding leadership communication has been proposed by [De Vries et al. \(2010\)](#). They describe the six dimensions of leadership communication as Expressiveness, Preciseness, Questioningness, Verbal Aggressiveness, Emotionality and Impression Manipulativeness [De Vries et al. \(2010\)](#). The dimensions aid in analysing the impact of communication habits on employees' perspectives and organisational outcomes. Expressiveness is an open, participative and inclusive communication which promotes dialogue and employee involvement. This connection serves to create rapport, trust and involvement. Expressive communication has a good impact on employees' commitment, job satisfaction and organisational identity [De Vries et al. \(2010\)](#), [Men \(2014\)](#). It is therefore precise, meaning that it is correct, clear and structured. Executives in project-based contexts such as IT and ITES businesses can reduce ambiguity and define expectations with clear communication. According to [Mayfield and Mayfield \(2017\)](#), employees tend to interpret precise communication as a sign of professionalism and capability and effective leadership. Questioningness is about leaders who open themselves to conversation, seek input, and foster critical thinking. This style of communication not only motivates employees to get involved, but also makes it easier to share the knowledge and to take collective issue solving seriously. In today's organisational frameworks where empowerment and innovation of employees are emphasised [Tourish \(2014\)](#), such behaviours might have far-reaching repercussions. Verbal Aggressiveness encompasses such behaviors as criticism, intimidation, threatening and dictatorial communication. This kind of behaviour can damage psychological safety, corrode trust and lead to low staff morale.

Studies on toxic leadership revealed a negative effect of aggressive communication behavior on employees' motivation, workload and intention to quit [Bhandarker and Rai \(2019\)](#), [Nauman et al. \(2024\)](#). Emotionality is marked by emotional instability, mood swings and an over-reaction to criticism. Staff may view leaders who display erratic or overly emotional mannerisms as unpredictable. Such perceptions can lead to uncertainty in workplace relationships and lower job satisfaction. Impression Manipulativeness is a communication style that influences perceptions, deflects blame, takes credit, or opportunistically swaps positions. Such practices might erode the leader's credibility and trust in the organisation. Perceived manipulativness is related to decreased perceived fairness, authenticity and leadership effectiveness, [De Vries et al. \(2010\)](#).

Previous studies have consistently shown that effective leadership communication is significantly associated with organisational commitment, job satisfaction, employee engagement and workplace culture. Individuals who prefer open, helpful, transparent

communication at work are more likely to build strong organisational attachment and favourable workplace attitudes [Mayfield and Mayfield \(2017\)](#), [Men \(2014\)](#). This trend has only increased the need for leaders to have communication competency to develop employee connectivity, commitment and collaboration as part of their workplace culture as hybrid work models continue to grow and hybrid teams become more prevalent.

Although such communication patterns play an important role, the Indian IT/ITES industry has performed comparatively little study on the preferences of employees for specific leadership communication patterns. But much of the study has concentrated on the usefulness of leadership in general rather than the communication habits that employees rate as most important. This study fills this gap by investigating the effect of employee choice for leadership communication on the performance, work culture, job satisfaction and commitment levels of Indian IT/ITES firms.

RESEARCH QUESTIONS

The questions to be addressed in this study are as follows:

- RQ1: Which leadership communication styles are favored by the staff members working in Indian IT/ITES organisations?
- RQ2: What leadership communication techniques are linked to higher organisational commitment?
- RQ3: What communication strategies are linked with increased work satisfaction?
- RQ4: Which communication methods are related with a positive assessment of the culture of the organisation's workplace?
- RQ5: How is the manner of constructive and negative communication perceived?

STUDY OBJECTIVES

The present study intends to:

- 1) To explore the communication styles preferred by the work force in the Indian IT/ITES sector.
- 2) To explore the relationship between organisational commitment and preferred communication styles.
- 3) To consider the effect of communication style preferences on job satisfaction.
- 4) To relate the perceptions of organisational work culture to communication styles.
- 5) To list communication styles which workers think are critical to productivity, engagement and enjoyable work places.

METHOD

To examine employees' preferences for leadership communication styles and their impact on organisational commitment, job satisfaction, work culture, and performance-related outcomes in Indian IT/ITES firms, a descriptive survey research study was conducted. A descriptive method was used as the objective of the study is to find out the opinion and preferences of the employees on different leadership communication practices without any alteration of variables. The target population includes the employees of the IT (Information Technology) and ITES (Information Technology Enabled Services) organisations spread across India. The reason for choosing these industries is that they are highly knowledge intensive and depend on the engagement, collaboration and communication of the employees for the success of the business. In the workplace, leadership communication plays an important role as the employees are in constant contact with the team leaders and management. In total, 161 valid responses were received and used for the final analysis. The perspectives of the respondents on the leadership communication skills of the employees in the industry were presented with diverse demographics, organizational status and years of work experience.

RESEARCH INSTRUMENT

To collect primary data, a structured questionnaire designed specifically to record employees' preferences regarding leadership communication methods has been utilised. The questionnaire consisted of two parts. Leadership communication habits were the central theme of Part A, in which members were asked to rank different communication approaches on how effectively they thought they had affected four major employee outcomes:

- Work, task completion, and performance against objectives.
- Pride in organisational identity and a sense of belonging.
- Work-oriented job satisfaction and workplace happiness.
- Positive organisational work culture.

For each result, respondents ranked five communication habits on a scale from 1 to 5, with 1 indicating the least preferred communication behaviour and 5 the most preferred. Following a qualitative study by [De Vries et al. \(2010\)](#), the communication behaviours were categorised into six communication dimensions based on the Leadership Communication Style framework:

- Expressiveness
- Preciseness
- Questioningness
- Verbal Aggressiveness
- Emotionality
- Impression Manipulativeness

In Part B of the questionnaire, employee performance outcomes (organisational commitment, performance success, job happiness, opinions on organisational work culture) were assessed. Because the questionnaire is a formal, structured survey, employee preferences for each of the above communication methods and organisational outcomes are potentially comparable across all items.

DATA ANALYSIS

Descriptive and inferential statistical analyses were applied to code, structure, and analyse the data. Frequency and percentage analyses were used to summarise demographic information and employee outcome indicators (organisational commitment, job satisfaction, performance outcomes and attitudes toward work culture). These approaches were used to provide an overview of the characteristics of respondents and their perceptions of the work environment.

For each of the four outcomes, the favourite leadership communication styles preferred by leaders for employees' preferred communication style, with respect to the results for the four outcome features, were defined based on average rank analysis. By ranking, one can see how employees' communication behaviours (or preferences and feelings about a particular communication style) will compare with how things happen to different employees.

Cross-tabulation analysis of employee outcome variables and their corresponding preferred communication styles was conducted. It made it easier to compare various aspects of work culture, performance, dedication, and job satisfaction. Chi-square tests of association for statistical significance across categories were carried out. A chi-square test was conducted to determine whether preferences for specific communication methods were significantly associated with variations in perceptions of work-culture, job satisfaction, performance, and organisational commitment.

Descriptive and inferential statistical approaches helped us explore employees' preferences for leadership communication styles more comprehensively and their correlations with key performance measures in the Indian IT/ITES industry, yielding significant organisational implications. Associations between employee outcome factors and preferred communication styles were examined using cross-tabulation analyses. This approach facilitated cross-industry comparison of the four dimensions of work culture, performance, dedication, and satisfaction.

RESULTS AND FINDINGS

EMPLOYEE PROFILE AND OUTCOME VARIABLES

The study analysed the responses of 161 workers in IT/ITES companies in India. Employee perceptions towards all of the main outcome variables explored in the proposed study are also usually positive.

Table 1

Table 1 Distribution of Employee Outcome Variables (N = 161)			
Employee Outcome Variable	Category	Frequency	Percentage (%)
Organisational Commitment	Highly Committed	93	57.8
	Fairly Committed	61	37.9
	Slightly Committed	5	3.1
	Least Committed	2	1.2
Total		161	100.0
Performance Achievement	Always Meet/Exceed Targets	76	47.2
	Usually Meet/Exceed Targets	75	46.6
	Sometimes Meet/Exceed Targets	8	5.0
	Rarely Meet/Exceed Targets	2	1.2
Total		161	100.0

Job Satisfaction	Very Satisfied	50	31.1
	Satisfied	70	43.5
	Somewhat Satisfied	30	18.6
	Slightly Satisfied	8	5.0
	Not at all Satisfied	3	1.9
Total		161	100.0
Work Culture Perception	Very Good	68	42.2
	Good	66	41.0
	Average	19	11.8
	Poor	4	2.5
	Very Poor	4	2.5
Total		161	100.0

INTERPRETATION

The findings show that the employee perception is largely good. 57.8% of the respondents are extremely dedicated to their organisation and 37.9% somewhat committed. The performance is good. 93.8% of workers indicate that they do generally reach their targets. Job satisfaction is similarly high with 74.6% of individuals stating they are happy or very happy with their job." Also, 83.2% of the respondents were of the opinion that work culture in their firm was good or very good. The results reveal that overall, the IT/ITES organisations investigated offer a positive work environment that encourages commitment, productivity, contentment and positive culture.3.2 preferred leadership communication styles to accomplish tasks

PREFERRED LEADERSHIP COMMUNICATION STYLES FOR TASK COMPLETION

Table 2

Table 2 Mean Rankings of Leadership Communication Styles for Task Completion (N = 161)		
Leadership Communication Style	Description	Mean Rank
Preciseness	Gives clear, concise instructions, uses formal language and avoids trivial talk	3.66
Expressiveness	Ideates openly, uses humour, encourages feedback and participation	3.33
Directive Communication	Gives detailed instructions, requires constant updates and discourages debates	2.94
Questioningness	Uses questions to challenge employees and stimulate discussion	2.86
Performance Pressure Orientation	Stresses targets, focuses on mistakes and worries about dissenting opinions	2.57

INTERPRETATION

The best leadership style to get the work done is communication (Mean = 3.66). Employees agree that The project based IT/ITES ecosystem prefers specific, clear directions and structured communication from leaders. Expressiveness (Mean = 3.63) is also valued, showing that employees regard leaders that encourage involvement, honest feedback, and open communication. Questioning is helpful but, not the key driver of performance. Attention to observation and monitoring was regarded as a medium style of communication. Workers find pressure-driven communication, which focuses on errors, to be the least effective (M = 2.57). Overall, people favour leaders that communicate in a disciplined, clear and engaging manner that facilitates job completion and organisational success.

LEADERSHIP COMMUNICATION STYLES AND ORGANISATIONAL PRIDE

Table 3

Table 3 Mean Rankings of Leadership Communication Styles Associated with Organisational Pride (N = 161)		
Leadership Communication Style	Description	Mean Rank
Preciseness	Communicates politely, uses data-driven explanations and shares information objectively	3.68
Expressiveness	Celebrates organisational success with employees and encourages participation	3.63
Questioningness	Encourages employees to think critically and participate in discussions	2.94
Emotionality	Frequently expresses doubts and emotional reactions regarding organisational decisions	2.76
Impression Manipulativeness	Frequently changes positions, takes credit for success and shifts blame	2.52
Verbal Aggressiveness	Uses authoritarian communication, harsh criticism and intimidation	2.47

INTERPRETATION

Good communication (Mean = 3.68) is associated by employees with feeling proud of their organisation. They like leaders who communicate well and are transparent with information and explain their actions with objectivity. This conversation develops trust, confidence and commitment. Expressiveness is also crucial (Mean = 3.63) since workers desire recognition, involvement and the celebration of team triumphs. Staff involvement and communication also helps to create pride in the organization and received moderate support (Mean = 2.94). Conversely, the least appreciated attributes were verbal aggression (Mean = 2.47), emotionality (Mean = 2.76) and impression manipulativenness (Mean = 2.52). Employees say trust and attachment get hurt by angry, manipulative or unpredictable communication. Organisational pride was most strongly associated with clear, polite, open and inclusive communication overall.

LEADERSHIP COMMUNICATION STYLES AND JOB SATISFACTION

Table 4

Table 4 Mean Rankings of Leadership Communication Styles Associated with Job Satisfaction (N = 161)		
Leadership Communication Style	Description	Mean Rank
Preciseness	Focuses on job-related communication, provides clear instructions and maintains professionalism	3.64
Expressiveness	Shows genuine interest in employees, values personal well-being and maintains supportive interactions	3.31
Questioningness	Encourages discussion, feedback and employee participation in decision-making	2.94
Impression Manipulativeness	Uses employees as scapegoats during failures while taking credit for success	2.88
Emotionality	Is moody, emotionally reactive and intolerant of criticism	2.74
Verbal Aggressiveness	Gives orders, uses threats and relies on harsh criticism	2.57

INTERPRETATION

The most significant correlate of job satisfaction is the precision of communication (Mean = 3.64). Employees will esteem leaders that provide clear, competent and organised guidance that improves their work experience and lowers the uncertainty. Also essential is expressiveness (Mean = 3.31), suggesting that workers admire leaders who are concerned about their well-being, foster open communication and develop supportive relationships. Moderate support was found for questioning (Mean = 2.94) i.e., interaction and conversation are valued but less valued than clarity and support.

LEADERSHIP COMMUNICATION STYLES AND WORK CULTURE

Table 5

Table 5 Mean Rankings of Leadership Communication Styles Associated with Positive Work Culture (N = 161)		
Leadership Communication Style	Description	Mean Rank
Expressiveness	Encourages participation, values employee contributions, promotes openness and collaboration	3.77
Preciseness	Uses clear, objective and data-driven communication to establish expectations and transparency	3.47
Questioningness	Encourages discussion, critical thinking and employee involvement in decision-making	2.82
Impression Manipulativeness	Relies on charm, image management and selective communication	2.78
Emotionality	Displays emotional sensitivity, mood fluctuations and reactive behaviour	2.67
Verbal Aggressiveness	Uses harsh criticism, intimidation and discourages open dialogue	2.49

INTERPRETATION

Open, inclusive and well-organised leadership communication is linked to a strong workplace culture. The most significant attribute is expressiveness (Mean = 3.77) - workers admire leaders that stimulate involvement, recognise achievements and build relationships. Precision follows (Mean=3.47) clear and easy communication is a result in a trustworthy work environment. There was moderate support for questioning (Mean = 2.82) demonstrating that workers valued their contribution into decision-making. Impression manipulativenness (Mean = 2.78), emotionality (Mean = 2.67) and verbal aggression (Mean = 2.49) were considered as the least negative attributes. Most employees agree that courteous, open and inclusive communication is helpful in creating a positive work culture; animosity and manipulation, however, undermines trust and teamwork.

COMPARISON OF POSITIVE AND NEGATIVE COMMUNICATION STYLES

Table 6

Table 6 Composite Mean Rankings of Leadership Communication Dimensions (N = 161)		
Rank	Leadership Communication Dimension	Composite Mean Rank
1	Expressiveness	3.51
2	Preciseness	3.61
3	Questioningness	2.87
4	Impression Manipulativeness	2.73
5	Emotionality	2.72
6	Verbal Aggressiveness	2.51

INTERPRETATION

The findings suggest that the beneficial communication practices far outweigh the unfavourable ones. The highest ranked communication factor was Precision (Composite Mean = 3.61) which showed that employees valued leaders who were able to remove uncertainty, communicated clearly and provided clear instructions. This finding is in line with the requirements of IT/ITES business where good communication skills are vital for timely execution and effective team collaboration. The second was expressiveness (Composite Mean = 3.51) which emphasized that transparency, engagement, acknowledgement and collaboration are crucial in delivering great experiences to employees. The moderate level of questioningness (Composite Mean = 2.87) indicates that employees like leaders that foster open conversation, constructive criticism, and critical thinking; yet, inclusivity and clarity are still more significant. The lowest rated elements of negative communication were Impression Manipulativeness (Mean = 2.73), Emotionality (Mean = 2.72) and Verbal Aggression (Mean = 2.51). The negative attitude of employees towards manipulation, emotional instability, criticism and intimidation shows that these techniques are damaging for the trust and relationships in the workplace. The results reveal that employees are generally better satisfied with clear, inclusive and participatory leadership

communication. Organisations striving to increase commitment, contentment, performance and work culture should frown upon harsh and manipulative communication approaches and encourage leaders to blend expressiveness with precision.

ASSOCIATION BETWEEN COMMUNICATION PREFERENCES AND EMPLOYEE OUTCOMES

Table 7

Table 7 Cross-Tabulation and Chi-Square Analysis of Communication Preferences and Employee Outcomes (N = 161)				
Employee Outcome Variable	Dominant Preferred Communication Style	Chi-Square Value	p-value	Interpretation
Organisational Commitment	Expressiveness and Preciseness	12.84	0.012	Significant Association
Job Satisfaction	Expressiveness	15.27	0.004	Significant Association
Work Culture Perception	Expressiveness	18.63	0.001	Significant Association
Performance Achievement	Preciseness	11.45	0.022	Significant Association

Level of Significance: $p < 0.05$

INTERPRETATION

The Chi-square and cross tabulation analyses revealed the substantial link between the replies of the employees and the leadership communication styles. Openness, involvement and clarity were associated with organisational attachment, as evaluated by a higher preference for expressiveness and precision among employees with a high level of organisational commitment ($\chi^2 = 12.84$, $p = 0.012$). We observed that expressiveness was significantly associated with high job satisfaction ($\chi^2 = 15.27$, $p = 0.004$) and reflects an environment that values inclusiveness and encouragement of communication. The highest association was between expressiveness and sense of work culture ($\chi^2 = 18.63$, $p < 0.001$). This suggests that employee participation, collaboration and transparency are important to a strong work culture. Employees who met or exceeded performance targets were more likely to appreciate accuracy ($\chi^2 = 11.45$, $p = 0.022$), highlighting the importance of explicit instructions and organized communication. The findings indicate that good leadership is connected with accurate and expressive communication styles.

DISCUSSION

Results show that leadership communication style has considerable impact on the perceptions and experiences of employees in Indian IT/ITES organisations. Expressiveness and precision were the most desired factors in communication. In all cases, employees preferred inclusive, transparent and clear communication. The relationship between clarity and job completion and performance was especially high. Thus, clear instructions, specific advices and less ambiguity enhance collaboration and efficiency in project settings. Expressiveness had the highest impact on positive work culture, job satisfaction and organisational pride. Employees appreciated leaders who were open to input, acknowledged contributions and encouraged teamwork. This communication constructs psychological safety, belongingness and trust which are vital for employee engagement and organisational productivity. The findings reveal that task-oriented & relationship-oriented communication are insufficient. Employees want leaders who provide clear guidance and include them in conversations and decisions. Barriers to effective leadership included harsh criticism, intimidation, blame-shifting, emotional dysregulation and manipulation, which eroded trust and inhibited open communication. The results are consistent with the leadership communication framework of [De Vries et al. \(2010\)](#) which identified negative impacts from aggressive and manipulative behaviors and favourable impacts from expressive, accurate communication. In conclusion, the study findings indicate that leaders aiming to increase commitment, well-being, achievement, performance and cultural congruence need to adopt a balanced approach to communication, balancing both task- and relationship-oriented communication.

MANAGEMENT IMPLICATIONS

The research indicated business executives should consider communication skills as an important strategic issue. This is something that organisations should be looking at, Leadership development programs should focus on strengthening expressive communication by means of active listening, recognizing and appreciating employees, generating inclusive discussion and providing constructive feedback. Executives need to be ready to talk well when it counts. That entails creating expectations, sharing information in a systematic manner and sending clear messages. Organisations also need effective performance management systems. But the quality of the leadership matters, especially in judging leaders on how they use these tools. These strategies forbid inappropriate communication, whether aggressive or manipulative, which could lead to conflict. When employees feel safe to voice their views, ideas and concerns, this creates psychological safety in the workplace, leading to higher engagement, cooperation and

creative collaboration. By infusing communication skills into succession planning and leadership assessment, sustainable organisational success can be strengthened.

STUDY LIMITATIONS

The study had certain limitations. The first limitation was that it was limited to employees of Indian IT and ITES organisations which limits the generalizability of the findings to other sectors or industries. In addition, self-reported data may be affected by response bias and subjectivity, which could influence the objectivity of the findings. Another disadvantage is that the cross-sectional design captures the employee impressions at one moment in time and causal linkages cannot be established. Finally, the questionnaire used to measure leadership behaviours was based on ranking and measured communication preferences not actual behaviours.

FUTURE RESEARCH DIRECTIONS

The study can potentially be extended to other industries in the future, taking into account the sectoral differences in preferences on leadership communication. Longitudinal studies may illustrate the effect of communication behaviours on employee attitudes over time. Moreover, mixed methods research, such as the use of focus groups and interviews, will aid researchers in gaining a clearer context. Communicative leadership may be cultivated across generations, levels of organizations and work arrangements (e.g., distributed and hybrid work systems). Future studies along this tradition might investigate potential links between leadership communication styles and organisational performance, employee engagement, innovation, retention and other outcomes.

CONCLUSION

As per the presented data, Indian IT/ITES Employees prefer leadership communication to be clear, expressive, inclusive and transparent. They have favourable attitude towards commitment, satisfaction and work culture. But forceful communication, emotional turmoil or manipulative actions are more apt to be perceived as negative. This underscores the significance of leadership communication as a resource of the company that impacts workers' attitude and performance in terms of productive outcomes.

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