LEADERSHIP AND INTERNAL COMMUNICATION STRATEGIES IN PUBLIC ORGANIZATIONS: ANALYTICAL RESEARCH

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ARTICLE INFO	ABSTRACT
	Purpose: As managers can lead a set of ways to improve internal communication in public organizations, and leadership can cultivate a common understanding of goals within the organization and share the vision in preparation for its way to better performance, the purpose of the research is to assess the type and strength of the relationship between internal communication and different forms of leadership. **Theoretical framework:** The study demonstrates how leaders in public organizations improve internal communication, related to employees' perceptions of public organizations' routines and performance. **Design/methodology/approach:** The study uses the ordinary least squares (OLS) and applied multiple regression A sample of 130 educational staff members from the Ministry of Higher Education and Scientific Research was selected using the descriptive analytical approach. **Findings:** A set of statistical techniques were utilized to analyze the data and compile the findings. The findings demonstrate that internal communication and verbal rewards have a relationship that is consistent with both transformational leadership and transactional leadership. **Research, Practical & Social implications:** The study demonstrates how leaders in public organizations improve internal communication, educational staff members from the Ministry of Higher Education. The effectiveness of this communication is influenced by the nature of the relationship and the leader's symbolism and attitudes toward them. **Originality/value:** The findings suggest several consequences for the fields of Management and Strategic. have hadincluding the public organizations, numerous difficulties that this study aids in resolving. There are advantages and disadvantages to every leadership style, and leaders typically use direct and indirect means of communication with subordinates.
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ESTRATÉGIAS DE LIDERANÇA E COMUNICAÇÃO INTERNA EM ORGANIZAÇÕES PÚBLICAS: PESQUISA ANALÍTICA

RESUMO

Propósito: Como os gerentes podem liderar um conjunto de maneiras para melhorar a comunicação interna em organizações públicas, e a liderança pode cultivar um entendimento comum dos objetivos dentro da organização

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e compartilhar a visão em preparação para seu caminho para um melhor desempenho, o objetivo da pesquisa é avaliar o tipo e a força da relação entre comunicação interna e diferentes formas de liderança.

Estrutura teórica: O estudo mostra como os líderes em organizações públicas melhoram a comunicação interna, relacionada às percepções dos funcionários sobre as rotinas e desempenho das organizações públicas.

Projeto/metodologia/abordagem: O estudo utiliza os mínimos quadrados ordinários (OLS) e aplicou regressão múltipla. Uma amostra de 130 docentes do Ministério do Ensino Superior e Pesquisa Científica foi selecionada usando a abordagem analítica descritiva.

Descobertas: Um conjunto de técnicas estatísticas foi utilizado para analisar os dados e compilar as descobertas. As descobertas demonstram que a comunicação interna e as recompensas verbais têm uma relação que é consistente com a liderança transformacional e a liderança transacional.

Pesquisa, implicações práticas e sociais: O estudo demonstra como os líderes em organizações públicas melhoram a comunicação interna, membros da equipe educacional do Ministério da Educação Superior. A eficácia dessa comunicação é influenciada pela natureza do relacionamento e pelo simbolismo e atitudes do líder em relação a eles.

Originalidade/valor: Os achados sugerem várias consequências para os campos de Gestão e Estratégica. têm tido incluindo as organizações públicas, inúmeras dificuldades que este estudo ajudas em resolvendo. Há vantagens e desvantagens em todos os estilos de liderança, e os líderes normalmente usam meios diretos e indiretos de comunicação com subordinados.

Palavras-chave: Comunicação Interna, Organizações Públicas, Liderança Carismática, Liderança Transformacional, Liderança Transacional.

LIDERAZGO Y ESTRATEGIAS DE COMUNICACIÓN INTERNA EN ORGANIZACIONES PÚBLICAS: INVESTIGACIÓN ANALÍTICA

RESUMEN

Propósito: Como los gerentes pueden liderar un conjunto de maneras de mejorar la comunicación interna en las organizaciones públicas, y el liderazgo puede cultivar una comprensión común de los objetivos dentro de la organización y compartir la visión en preparación para su camino hacia un mejor desempeño, el propósito de la investigación es evaluar el tipo y la fuerza de la relación entre la comunicación interna y las diferentes formas de liderazgo.

Marco teórico: El estudio demuestra cómo los líderes en las organizaciones públicas mejoran la comunicación interna, relacionada con las percepciones de los empleados sobre las rutinas y el desempeño de las organizaciones públicas.

Diseño/metodología/enfoque: El estudio utiliza los mínimos cuadrados ordinarios (MCO) y se aplicó regresión múltiple. Se seleccionó una muestra de 130 docentes del Ministerio de Educación Superior e Investigación Científica, mediante el enfoque analítico descriptivo.

Hallazgos: Se utilizó un conjunto de técnicas estadísticas para analizar los datos y compilar los hallazgos. Los hallazgos demuestran que la comunicación interna y las recompensas verbales tienen una relación consistente tanto con el liderazgo transformacional como con el liderazgo transaccional.

Investigación, implicaciones prácticas y sociales: El estudio demuestra cómo los líderes en las organizaciones públicas mejoran la comunicación interna, el personal educativo del Ministerio de Educación Superior. La efectividad de esta comunicación está influenciada por la naturaleza de la relación y el simbolismo y las actitudes del líder hacia ellos.

Originalidad/valor: Los hallazgos sugieren varias consecuencias para los campos de Gestión y Estratégica. han tenido incluyendo a las organizaciones públicas, numerosas dificultades que este estudio sida en resolviendo. Todos los estilos de liderazgo tienen ventajas y desventajas, y los líderes suelen utilizar medios de comunicación directos e indirectos con los subordinados.

Palabras clave: Comunicación Interna, Organizaciones Públicas, Liderazgo Carismático, Liderazgo Transformacional, Liderazgo Transaccional.

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INTRODUCTION

The nature of organizational relations within and outside the organization is significantly impacted by the ongoing reliance on new information and communication technologies. The virtual organization that accompanies information and communication technology is one of these manifestations. It spans time and space and functions as a dispersed organization—a cooperative network of individuals without regard to affiliation or location. There are businesses in which employees regularly collaborate with coworkers in different time zones without ever meeting face to face. In 2021, there will be one billion and 831 million mobile employees supporting technology work worldwide, according to an IBM Corporation study.

Leaders should be more accountable for working with subordinates who are further away as a result of this shift toward virtual work arrangements. "Leadership is activated through communication," as there is still no clear understanding of the nature of the relationship between leadership and communication (Barge, 1994), as effective leadership depends on physical proximity, social and organizational convenience, and networks of open communication channels. With organizations and employees becoming increasingly dispersed, communication becomes the primary means through which employees practice leadership in essence (Penly & Hawkins, 1985).

Therefore, we are guided by the following research question, which aims to improve and evaluate theoretical and practical understanding through the study of leadership and communication simultaneously: In public organizations, how does the leadership style and how well the leader communicates with others affect the leader's performance? taking into account the organization's communication structure and the strategies of transformational, transactional, and charismatic leadership theories.

A hypothetical model was created and tested using survey data scanned from (130) direct questionnaires for middle and senior leaders in various public educational organizations. This conceptual model captures relevant aspects of the literature.

BACKGROUND

Objective of the work or research problem Good communication skills are essential when it comes to success, whether in public or private organizations, and when members of an organization are able to work together effectively, opportunities stem from the ability to communicate well.

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How employees interact within an organization determines whether projects will run smoothly or will be challenging. Effective leadership requires knowing how to communicate with different groups within the organization, including employees, managers, customers, and investors, and each group may require a different style of communication and leadership.

Although leaders must be able to adapt based on the group they are communicating with at the time, there are basic principles of effective leadership communication that drive collaboration and success globally, and this is where leadership comes in.

And good leaders make excellent communicators. Because they interact with every team and so many employees, how a leader communicates sets the tone for the rest of the organization. Thus, the research problem was summarized in questions that focused on the efficiency of communication in improving the roles of the various transformational, transactional and charismatic leaders in public organizations with the environmental changes that occur today.

Justification Throughout history, the greatest leaders have been motivating, able to encourage others to work towards a common goal, and the most effective leaders have faced challenges in different ways, and overcome these challenges through communication.

Communication plays an important role in internal relations, as all organizations have a hierarchy with executives at the top and other employees at the rest of the levels. To create an inclusive atmosphere, organizations should have good communication from the most important level functions to more entry-level roles.

One of the most important reasons for choosing the topic is the increasing interest in internal communication, as it is considered among the factors contributing to the success of the organization, and one of the elements that gives the organization an opportunity to improve its performance, and to know the most important internal communication strategies in public organizations.

Strategic leadership returns to the higher level, which is a reflection of the realization of management values at the higher level, so that the knowledge, experience, values and preferences of the leader will affect his assessment of the environment and his strategic choices. The ability to influence others to voluntarily make day-to-day decisions to improve the long-term stability of the organization.

Transformational leadership: Organizational change has been measured in four ways, including ideal influence, inspirational motivation, intellectual stimulation, and individual

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consideration, by transformational leadership. (Avolio and Bass, 2004; Shao et al. Watts et al., 2017 Yang et al., 2020 2019, Huynh, 2021).

Effective leadership styles in the M & A process tend to be Transformational. One effective leadership style told by informants is the ability of leaders to be able to provide motivation, which is in line with one of the "4I's" concepts of Transformational leadership namely Inspirational motivation (Perdhana et al.,2022).

Innovative behavior is positively correlated with the dimensions of transformational leadership (Afsar and Umrani, 2019; Amankwaa et al., 2019; Huynh, 2021; by Sanders and Shipton; 2012, Shafi and co., 2020; Tung, 2016). With creative self-efficacy, horizontal engagement, resource availability, and a supportive environment, transformational leaders increase employee creativity and engagement (Boukamcha, 2019; Mahmood et al., 2019; Moriano and others, 2014; Rigtering and Weitzel2013; Yariv and Galit, 2017).

According to Khalili (2016), transformational leadership can inspire individuals to change and help subordinates think creatively, examine issues from multiple perspectives, and consider novel approaches to resolving company issues. According to Lei et al. (2020), transformational leadership directs employees and inspires them to adapt to change, adding value to innovation performance.

According to Anning-Dorson and Nyamekye (2020), the creation of organizational institutions and strategic directions that can motivate the organization to seek and implement innovative ideas to enhance, create, and enhance its competitiveness through strategic renewal requires the power of generic organizations as well as transformational leadership from transformational leaders.

In addition, transformational leadership plays a crucial role in the success of innovation and organizational change; The effect of effective communication on the behavior of employees within organizations influenced by transformational leadership structures has only been the subject of a small number of experiments. As a result, the following hypothesis was evaluated:

H1: The initial hypothesis, In public educational institutions, the efficiency of communication is improved by transformational leadership.

Transactional leadership: As opposed to conversational discourse, transactional leadership emphasizes behavioral compliance rather than building relationships (Whittington et al., 2009), and as a result, communication may be less contextual and more direct when carrying out the task. According to Pacleb & Bocarnea (2016), transactional leadership is more

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task-oriented than relationship-based leadership because the basis for rewards and punishments is the successful completion of tasks.

By defining three behavioral dimensions to measure transactional leadership, he created the concept of transactional leadership: a) episodic rewards, b) active management with the exception, and c) passive management with the exception. According to De Vries et al., communication tends to be directive, controlled, and force-oriented. 2010). According to De Vries and colleagues (2010), task-oriented leadership approaches typically employ a communication style that is more assertive, nuanced, and verbally aggressive. As a result, the following hypotheses were examined:

H2: the second hypothesis in public educational organizations, the efficiency of communication is improved by transactional leadership.

Charismatic leadership: According to Conger & Kanungo (1988), charismatic leaders' compulsive mental models are informed by their commitment to focusing on goals, typically positive, future-oriented goals.

As a result, mental models of charismatic leaders that are descriptive will place more emphasis on goals than causes. The reasons that charismatic leaders keep in mind when developing their guiding mental model will be those that are used in the descriptive mental models that are currently available. However, charismatic leaders tend to maintain issues that are under control because of people's actions in shaping the model (Mumford et al., 2015).

Thus, charismatic leaders communicate to others the reasons why they might take action to achieve their future objectives. To put it another way, charismatic leaders believe that people are the ones who decide their fate by taking actions based on a relatively clear set of known factors (Mumford et al., 2015).

People should be encouraged to act by charismatic leaders, and they should act based on the relevant reasons for achieving the goal. How selfless and charismatic leaders can inspire this kind of work (Yorges, Weiss, & Strickland, 1999). Communication is another way charismatic leaders can inspire people to act in accordance with the reasons that will get them to the goal (Fiol et al., 1999).

Charismatic leadership will require not only communication but also public appeal with the goal of gaining followers' commitment and getting them to act on causes related to the goal. As a result, charismatic leaders use goals to exert influence and control while giving their followers the freedom to act on the causes that will lead to the achievement of the goal.

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"Proximity to the leader may influence the importance of certain behavioral components of charisma," write Conger and Kanongo (1998). In a similar vein, Shamir (1995) demonstrated that charismatic leaders who are physically distant are more likely to have oratorical skills, whereas close charismatic leaders are more likely to be considerate of others and to act unconventionally. Communication with subordinates' emotions, self-confidence, motivation, active listening, creativity, vision, and determination are all characteristics of charismatic leadership. As a result, the following hypothesis was evaluated:

H3: the third hypothesis in public educational institutions, charismatic leadership enhances communication efficiency.

Effective communication, intercom: According to Kellerman (1987), "Communication is the foundation of social interaction. Social interaction can take a variety of forms, and have different goals, results, and participants; However, individuals still engage in social interaction through communication (Pacleb & Bocarnea, 2016). Watzlawick et al. (1967) adage that a person "cannot communicate" exemplifies communication's impulsive nature. Without an understanding of how the leader communicates, one cannot begin to comprehend the leadership process; However, only as an expression of personality and as a prediction of some leader outcomes has the central role of communication as an essential component of leadership as a relational process been examined up until this point (Bakker-Pieper & De Vries, 2013; DeVries et al., 2011; De Vries et al., 2010; De Vries et al., 2009, 2013).

And for some, it has not been given due importance in the leadership process. De Vries and colleagues (2010) find strong support for the importance of communication style in the leadership process. However, there is still a critical gap in leadership research that places the leader's communication style as the central and fundamental mechanism of the leadership process in terms of its impact on the quality of the bilateral relationship.

According to Klauss and Bass (1982), there is some conceptual overlap in the leadership literature between measures of leadership behavior and communication style. This is due to the fact that communication effectiveness has also been widely linked to leadership effectiveness.

According to Bennis and Nanus (1985), effective interpersonal communication skills are a key component of charisma and enable leaders to develop and communicate a compelling vision to followers. Kanungo and Conger, (1987); Locke et al., (1991) To persuade others to accept their position, effective leaders may use metaphors, symbols, images, and persuasive arguments more frequently (Bass, 1985).

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There has been little empirical research specifically examining the effectiveness of leader communication, despite widespread recognition of the conceptual connection between leadership and communication (Neufeld, et al., 2010; 1997, Den Hartog and Verburg; Shamir et al., 1994; Westley and Mintzberg, (1991)).

Similarly, effective exchange leadership communicates to establish performance evaluation criteria and resolves differences in understanding, negotiating, and evaluating implicit and explicit contracts (Flauto, 1999). This reduces evasion and uncertainty and improves communication effectiveness (Daft and Lengel, 1986). The most effective leaders, regardless of their leadership style, communicate with their followers frequently, in detail, and quickly (Kayworth and Leidner, 2001).

Effective leadership communication patterns are referred to in the following ways by both (Pacleb & Bocarnea, 2016): the capacity to express, verbally aggressive, interrogative, broad-minded, accurate, emotional, manipulative, and manipulative (Neufeld et al. report, 2011), written communication, video communication, audio Purpose of the work recording, e-mail, and face-to-face communication are all forms of communication. As managers can lead a set of ways to improve internal communication in public organizations, and leadership can cultivate a common understanding of goals within the organization and share the vision in preparation for its way to better performance, the purpose of the research is to assess the type and strength of the relationship between internal communication and different forms of leadership.

MATERIAL AND METHODOLOGY

The technique of purposive sampling is used to collect samples from the members of organization (Fernández et al.,2023). More than 162 university professors and scientific titles (professor and assistant professor) were sent invitations to complete the questionnaire; 130 forms met the study's requirements, and respondents were prepared to do so. Dellman et al.'s (2011) "global design method" states that, these professors received an email invitation to complete an online survey. The participants were reassured by the online survey cover page that the information they provided would be kept strictly confidential. For follow-up, three rounds of electronic reminders were sent. The researchers received their responses to the questionnaire electronically. The demographic summary of the sample is shown in Table (1), and 130 surveys were returned. The data from this sample are the sole focus of this paper. For each paragraph, a Likert scale of (7) was utilized.

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Table (1) Characteristics of the sample

Characteristics	Responsive
Distributed Questionnaire (N)	162
Return Questionnaire Forms (N)	130
Gender (% Of Males)	%60
The Age	52.5
Length Of Service (In Years)	22.5
Time Working With Leaders (In Years)	8.5
Type Of Employment	**Responsive**
Administrative	%46.15
Professional/Technical	%36.15
Technical	%17.7
Weekly Reaction Rate	**Responsive**
Face To Face	%63.85
Telephone	%7.69
Video Call	%0.77
Audio Recording	% 3.03
E-Mail	% 7.69
Writing	% 16.92

Source: prepared by the authors (2022)

RESULTS AND DISCUSSION

The SPSS program was used to test the research hypotheses using regression models. This allowed for the study of the direct impact of the leadership strategy on the effectiveness of internal communication. It also required the implementation of several statistical processing steps that, in turn, included numerous conditions that needed to be met, which correspond to the mechanism of building research hypotheses and deduced their implications from the literature that was related to the idea of research.

The first main hypothesis of the study was that public educational organizations' communication effectiveness is improved by transformational leadership. It included testing the connection between the dimensions of effective communication and transformational leadership. The transformational leadership dimension had a significant effect on the communication effectiveness variable ($\beta= 0.631$, $P = 0.000$), and the model's explanatory power in light of the coefficient of interpretation or determination reached ($R2 = 0.469$), which was also statistically significant, was complete. (Table 2) ($P = 0.000$), indicating that transformational leadership accounted for (46.9%) of the variance and that the remaining (53.1) percent was undoubtedly caused by other factors that were not included in the test model and were outside the scope of the current study.

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Table (2): Results of the first main hypothesis test

Statistical indicators / regression paths	Regression Parameter (β)	Parameter Test Statistics (t)	Standard Error SE	Sig.	R²	Model Test Statistics F	P
Transformational Leadership--->Communication Effectiveness	.631	10.838	.058	0.000	0.496	117.467	0.000

Source: prepared by the authors (2022)

The second main hypothesis of the study was that public educational organizations' communication effectiveness is improved by transactional leadership. It included testing the connection between the dimensions of effective communication and transactional leadership. Table 2 shows that the transactional leadership dimension had a significant effect (β= 0.819, P = 0.000) on the communication effectiveness variable. Additionally, the model's explanatory power was fully statistically significant, with a coefficient of interpretation or determination of (R2 = 0.567. P = 0.000), and this indicates that transactional leadership accounts for 56.7 percent of the variance, while other factors that are not included in the test model and are outside the scope of the current research account for 43.3 percent.

Table (3) The results of the second main hypothesis test

Statistical indicators / regression paths	Regression Parameter (β)	Parameter Test Statistics (t)	Standard Error SE	Sig.	R²	Model Test Statistics F	P
Transactional leadership--->communicationEffectiveness	.819	12.948	.063	0.000	.567	167.661	0.000

Source: prepared by the authors (2022)

The regression coefficient (β=.545, P= 0.000) on the effectiveness of internal communications demonstrated a significant continuity of the effect of charismatic leadership, as shown in Table (4). Regarding the model's explanatory power, it reached R2=.425, which was also statistically significant (P=0.000). This indicates the strength of this variable, and the remaining percentage (42.5 percent) is due to other factors that may contribute to its interpretation and were not included in the test form because they are not relevant to the current research's objectives.

Table (4) The results of the third main hypothesis test

Statistical Indicators / Regression Paths	Regression Parameter (β)	Parameter Test Statistics (t)	Standard Error SE	Sig.	R^2	Model Test Statistics F	P
charismatic leadership---> communicationEffectiveness	.545	9.722	.056	0.000	.425	94.512	0.000

Source: prepared by the authors (2022)

CONCLUSION

There are advantages and disadvantages to every leadership style, and leaders typically use direct and indirect means of communication with subordinates. The effectiveness of this communication is influenced by the nature of the relationship and the leader's symbolism and attitudes toward them.

However, the results show that charismatic leadership is more effective at communicating than transformational and transactional leadership, which are less effective at communicating. When compared to other forms of communication, face-to-face communication had the greatest impact on the dissemination of information.

There are a number of strong correlations between successful leadership philosophies and effective internal communication techniques.using internal communication tactics in their different social guises for the organization's and its primary goals. Emphasize the significance of internal communication tactics in businesses of all sizes. The establishment of internal communication techniques, which is reflected in the efficacy and efficiency of the organization in carrying out its work; and The emphasis on giving workers in organizations with all information connected to any organizational changes. Prospects for scientific research in the future The connection between entrepreneurship and internal communication techniques. How internal communication tactics contribute to Business organizations success. The function of transformational leadership in Business organizations.

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