

Examining the Role of Leadership Styles and Leader Communication Styles on Leader-Member Exchange Relationship and Conflict Management among Bank Employees in the Philippines

Theodore Pacleb, Regent University, USA

Emilyn Cabanda, Regent University, USA

The Asian Conference on the Social Sciences 2014

Official Conference Proceedings

0148

Abstract

This paper examines the direct causal link between leadership styles and leader communication styles, the direct causal link between leadership styles and quality of leader-member exchange relationship (LMX), and the extent to which leader communication styles mediates the relationship between leadership styles and LMX. Using hierarchical multiple regression analysis, three regression models were estimated on data drawn from 228 domestic bank employees in the Philippines. The results showed that transformational leadership style was negatively related to the communication style of verbal aggressiveness and positively related to preciseness. Verbal aggressiveness and preciseness partially mediated the relationship between transformational leadership and LMX. Transactional leadership was significantly related to leader emotionality, questioningness, and preciseness, which explained the relationship of transactional leadership with quality of LMX. Another important finding is the emergence of female communication styles given that over 78 percent of the respondents were females. *T-test* results found that females may be adopting male communication styles in order to be perceived as effective leaders. This paper concludes that leadership is enacted through leader communication styles. The managerial implications focus on the importance of leader communication styles in building quality dyadic relationships in the workplace, particularly in conflict management due to the impact that leader communication plays in proximal, power relationships, intercultural relations, and gender communications. The paper contributes to the field of conflict management, leadership communication, and gender communication by examining the role of leader communication in avoiding conflict that leads to quality dyadic relationships.

iafor

The International Academic Forum

www.iafor.org

Introduction

Communication and conflict follow a cause and effect relationship. Communication could either lead to a productive relationship or a conflicted relationship (Deutsch, 2006). The basic mechanism of communication is dialogue, and dialogue is the interactive pathway upon which relationships are built but dialogic interaction inherently contains divergent meaning interpretations, tensions, and struggles (Baxter, 2004; Baxter & Montgomery, 1996; Cunliffe, 2009; Littlejohn & Foss, 2011; Richmond & McCroskey, 2009; Schuster, 1998; Shetach, 2012; Spaho, 2013; Stewart, Zediker, & Black, 2004). Proceeding from the idea that leadership is relational, and that relationships are built upon communication, then communication stands as the fundamental mechanism of the leadership process, the dynamics and outcome of which may lead to a productive or convergent relationship or in a conflicted or divergent relationship (Ayoko & Pekerti, 2008). As a relational process (Fairhurst & Uhl-Bien, 2012; Grean & Uhl-Bien, 1995; Hosking, 1988; Hosking & Fineman, 1990; Uhl-Bien, 2006) however, leadership theories have subsumed leader communication behavior under the broad concept of communication (e.g. Bambacas & Patrickson, 2008, 2009), and it is only recently that leader communication styles (LCS) has been examined in relation to the leadership process (De Vries, Bakker-Pieper, & Oostenveld, 2010; De Vries, Bakker-Piper, Siberg, Van Gameren, & Vlug, 2013). Yet, there remains a gap within the leadership literature that addresses the mechanism by which the leadership relationship is constructed.

The purpose of this research is to examine the relationship between leadership styles, leader communication styles, and the mediating effect of communication styles on the quality of leader-member exchange relationship (LMX). This research contributes significantly to leadership conflict management by understanding how dialogic discourse in different manners of conveyance embodied in communication styles mitigates interpersonal and organizational conflicts. In so doing, this research fills the gap by focusing on the manners of conveyance that draw attention and emphasis on leadership as communicative by nature (Bambacas & Patrickson, 2008, 2009; De Vries, Bakker-Pieper, & Oostenveld, 2010; Gaines, 2007; Hamrefors, 2010).

Leadership Styles

Transformational leadership is a leadership style that focus on inspirational relationships (Bass & Avolio, 1990, 1994; Bass & Riggio, 2006; De Vries et al., 2010). All four behavioral dimensions of transformational leadership (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation, and (d) inspirational motivate followers by appealing to the follower's need of self-esteem and self-actualization (Bass, 1990), thus requiring forms of communication that inspire and elevate follower motivation to transcend self-interest (Burns, 1978; Kovjanic, Schuh, Jonas, Van Quaquebeke, & Van Dick, 2012). Transformational leaders adapt forms of language and rhetoric (Yukl, 2010) involving the use of symbols, slogans, imagery, and metaphor (Amernic, Craig, & Tourish, 2007; Conger, 1991; Conger & Kanungo, 1998), as well as take the form of epideictic rhetoric (Bryman, 1992; Den Hartog & Verbug, 1997), which refers to the persuasive use of praise or blame in promoting social identification and conformity (Sheard, 1996; Summers, 2001). These forms of communication include impression management styles intended to create an image of being inspirational (Gardner & Cleavenger,

1998; Sosik & Jung, 2003). It may relate positively with specific communication styles but negatively with others (De Vries et al., 2010). For example, a transformational leader may be charismatic but not oratorically expressive (Bryman, 1992). Thus, this research examines the following hypotheses:

H_1^a : Transformational leadership style is negatively related to the leader communication style of expressiveness.

H_1^b : Transformational leadership style is negatively related to the leader communication style of verbal aggressiveness.

H_1^c : Transformational leadership style is negatively related to the leader communication style of questioningness.

H_1^d : Transformational leadership style is positively related to the leader communication style of preciseness.

H_1^e : Transformational leadership style is positively related to the leader communication style of emotionality.

H_1^f : Transformational leadership style is positively related to the leader communication style of impression manipulateness.

In contrast, transactional leadership, which is a task-oriented leadership styles tend to adapt a more directive, controlling, and power-oriented communication styles in order to induce the successful completion of tasks (Bass & Avolio, 1990, 1994; De Vries et al., 2010; Whittington, Coker, Goodwin, Ickes, & Murray, 2009). Transactional leadership assumes a contractual relationship that depends on the exchange of mutually beneficial outcomes in a dyadic relationship (Burns, 1978). It is a temporal and non-eduring relationship that does not extend beyond task performance where the performance is induced by rewards and punishments (Bass & Avolio, 1997). It is a behavioral compliance-gaining approach that follows a different dialogic discourse (Marwell & Schmidt, 1967). The following hypotheses are examined:

H_2^a : Transactional leadership style is positively related to the leader communication style of expressiveness.

H_2^b : Transactional leadership style is positively related to the leader communication style of verbal aggressiveness.

H_2^c : Transactional leadership style is positively related to the leader communication style of questioningness.

H_2^d : Transactional leadership style is positively related to the leader communication style of preciseness.

H_2^e : Transactional leadership style is negatively related to the leader communication style of emotionality.

H_2^f : Transactional leadership style is positively related to the leader communication style of impression manipulateness.

Leader Communication Styles

Social interaction occurs in communication involving verbal, non-verbal and para-verbal modes (De Vries, et al., 2009; Kellerman, 1987). Interpersonal communication is a distinctive set of communicative behaviors “geared toward the optimization of hierarchical relationships in order to reach certain group or individual goals” (De Vries, et al., 2010, p. 368). Communication assumes an unconscious nature yet purposeful and intentional (Motley, 1990), thus more autonomic than deliberate in the

sense that a person, “cannot not communicate” (Bavelas, 1990; Watzlawick, Beavin, & Jackson, 1967, p. 51). In other words, a person is always communicating whether he is conscious of it or not, regardless of mode. In the lexical study of De Vries and colleagues (2009), interpersonal communication styles has six dimensions (a) expressiveness, (b) verbal aggressiveness, (c) questioningness, (d) preciseness, (e) emotionality, and (f) impression manipulateness. In explaining leadership in terms of communication styles, De Vries and colleagues (2010) found that charismatic leadership style significantly relate positively to preciseness, assuredness, supportiveness, and argumentativeness but negatively related to verbal aggressiveness, and surprisingly, it did not relate with expressiveness. Task-oriented leadership style was significantly related to verbal aggressiveness, preciseness, assuredness, and supportiveness. In the model of De Vries and colleagues however, communication styles predicted leadership styles. In this research, that model is reversed in that leadership style is examined to predict leader communication styles and the latter predicts LMX (Figure 1).

H_3^a : Leader communication style of expressiveness is negatively related to the quality of LMX relationship with transformational but positively related with transactional leadership.

H_3^b : Leader communication style of verbal aggressiveness is negatively related to the quality of LMX with transformational but positively related with transactional leadership.

H_3^c : Leader communication style of questioningness is negatively related to the quality of LMX with transformational but positively related with transactional leadership.

H_3^d : Leader communication style of preciseness is positively related to the quality of LMX with transformational leadership and transactional leadership.

H_3^e : Leader communication style of emotionality is positively related to the quality of LMX with transformational but negatively related with transactional leadership.

H_3^f : Leader communication style of impression manipulateness is positively related to the quality of LMX with transformational and transactional leadership.

Leader-Member Exchange

Leader communication styles reflect power differentials, which means that leader rhetoric is used to define and create supervisor-subordinate relationship (Morand, 1996, 2000). In creating power differentials, rhetorical tensions gives rise to conflicting values, which in turn influence the quality of LMX (Blau, 1986; Rogers & Lee-Wong, 2003). In the leadership context, LMX defines the role of the leader and follower in a reciprocal interaction, which is based on a mutual evaluation of expectations (Bhal & Ansari, 2007; Bhal, Uday Bhaskar, & Ventaka Ratman, 2009; Brandes, Dharwadkar, & Wheatley, 2004; Dansereua, Cashman, & Graen, 1973; Dansereau, Graen, & Haga, 1975; Graen & Schiemann, 1978; Graen & Uhl-Bien, 1995). When the evaluation leads to high expectations of the fulfillment of individual goals, each party engages into a close relationship of reciprocal behavior, thus high-LMX. Inversely, when the expectation is low, the willingness for reciprocal behavior is limited, thus low-LMX. The construction of this relationship is based on communication (Graen & Scandura, 1987; Graen & Uhl-Bien, 1991, 1995; Uhl-Bien, 2006). Fairhurst (1993) stated that it is “communicatively constructed” (p. 322).

Within a mediated model and consistent with previously proposed hypotheses, the current study argues that TF and TL predict LMX, and the LCS mediates this relationship. Thus, the following hypotheses are tested.

H_4^a : Transformational leadership style predicts the quality of LMX relationship.

H_4^b : Transactional leadership style predicts the quality of LMX relationship.

H_5^a : Leader communication styles mediate the relationship between transformational leadership style and quality of LMX.

H_5^b : Leader communication styles mediate the relationship between transactional leadership style and quality of LMX.

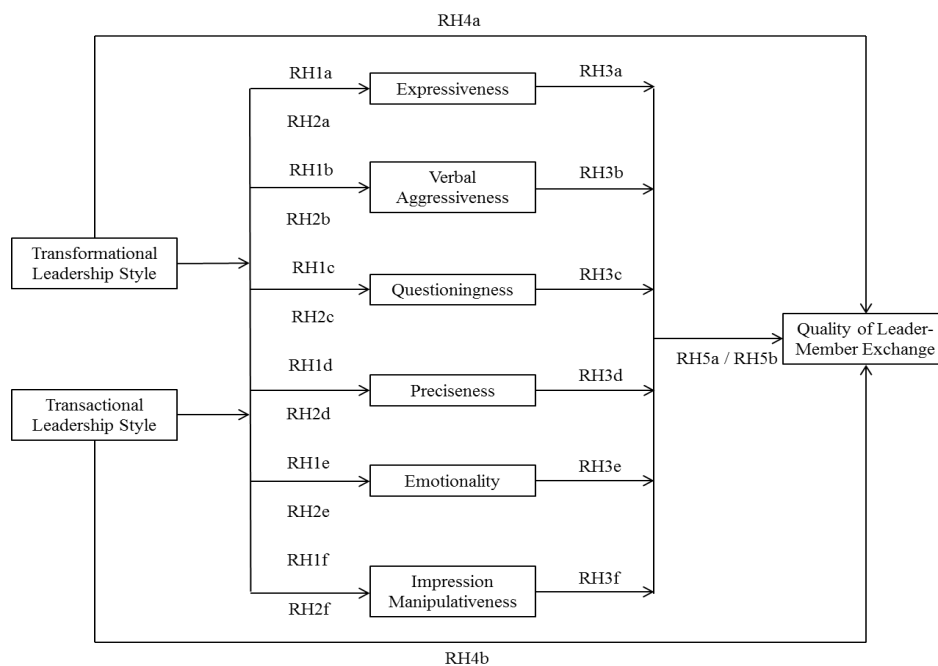


Figure 1: Hypothetical causal path of leadership styles on leader communication styles and on the quality of LMX. All H_1 hypotheses relating to transformational leadership are indicated above the line. All H_2 hypotheses relating to transactional leadership are indicated below the line.

Methodology

Sample and Data

The sample was drawn from domestic bank organizations in the Philippines. Data were collected online using SurveyGizmo. A total of $N = 228$ usable surveys were collected for a response rate of 76 percent. Male respondents comprised 28.9 percent while females were 71.1 percent. The age of the respondents ranged from 18 to 55 with the median age at 29. Over 76 percent of the respondents had bachelor's degrees. At least 55 percent or 126 of the respondents have been employed between 1 to 6 years. The supervisors among the sample group comprised 34.2 percent while non-supervisors comprised 64.5 percent.

Instrumentation and Variables

Leadership styles were measured using the Multi-Factor Leadership Questionnaire-5X Rater Version (Bass & Avolio, 1997) to measure the independent variables, transformational and transactional leadership styles. The MLQ-5X comprise 16-items to measure four factors of transformational leadership and 12-items transactional leadership styles. Examples of transformational leadership questions are “Instills pride in me for being associated with him/her,” and “Talks optimistically about the future.” Examples of questions on transactional leadership are “Provides me with assistance in exchange for my efforts” and “Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.” The respondent answers the questions on a 5-point Likert-type rating scale from 0-4, with 0 = *not at all*, 1 = *once in a while*, 2 = *sometimes*, 3 = *fairly often*, and 4 = *frequently, if not always*. Internal reliability for TF and TL leadership styles in the current study are $\sigma = .91$ and $\sigma = .71$, respectively.

Leader communication styles were measured using the 96-item Communication Style Inventory Rater Version (De Vries et al., 2009) scale comprising six sub-scales of 16-item each to measure leader communication styles of (a) expressiveness, (b) emotionality, (c) preciseness, (d) verbal aggressiveness, (e) questioningness, and (f) impression manipulateness (see Appendix B). The CSI is a 5-point Likert-type rating scale ranging from 1-5, with 1 = *completely disagree*, 2 = *disagree*, 3 = *neutral*, 4 = *agree*, and 5 = *completely agree*. Examples of questions are “He/she always has a lot to say” (expressiveness); “When he/she tells a story, the different parts are always clearly related to each other” (preciseness); “If something displeases him/her, he/she sometimes explode in anger” (verbal aggressiveness); “He/she often say unexpected things” (questioningness); “When he/she sees others cry, he/she has difficulty holding back my tears” (emotionality); and “He/she sometimes praise somebody at great length, without being really genuine, in order to make them like him/her” (impression manipulateness). All sub-scales demonstrate acceptable internal reliabilities ranging from $\sigma = .69$ to $\sigma = .87$.

The unidimensional LMX-7 (Graen & Uhl-Bien, 1995) was used to measure quality of relationships. The seven-item scale measures the effectiveness of the working relationship between a leader and follower dyad (Graen & Uhl-Bien, 1995). Respondents answer a 5-point Likert-type rating scale from 1 = *rarely, not a bit, none, strongly disagree, or extremely ineffective*, 2 = *occasionally, a little, small, disagree, or worse than average*, 3 = *sometimes, a fair amount, moderate, neutral, or average*, 4 = *fairly often, quite a bit, mostly, high, agree, or better than average*, to 5 = *very often, a great deal, fully, very high, strongly agree, or extremely effective*. Sample item include “How would you characterize your working relationship with your leader?” Internal reliability for the current study is $\sigma = .88$.

Data Analysis

In testing the mediated causal relationship of leadership communication styles and LMX with leader communication styles as mediating variables, hierarchical multiple regression was used to estimate three significant regression models (Baron & Kenny, 1986; Meyers, Gamst, & Guarino, 2013). Baron and Kenny recommended estimating three regression equations to test the mediation linkages of the hypothesized model. Bivariate correlations are presented in Table 1 to examine the correlations of the

independent variables, leadership styles, and leader communication styles for covariation. The presence of significant covariation patterns makes accurate prediction possible in regression models.

Results

As indicated in Table 2, the first regression estimate shows that the model is significant, $F(7, 217) = 4.14, p < .001$. The results indicate that leadership styles predicted leader communication styles, $R = .34, p < .001$ controlling for age, education, employment, gender, and position. In the second regression estimate, the model is significant $F(7, 217) = 28.01, p < .001$, which shows that transformational leadership style predict LMX, $R = .69, p < .001$. In the third regression estimate, the model is significant showing that transformational leadership style and leader communication styles predicted LMX, $F(13, 211) = 25.18, p < .001$, and leader communication styles indicating the presence of mediation effects. Although the regression coefficients of transactional leadership, appear not significant in model 2 and 3, the bivariate correlation however are significant, thus possibly predictive of LMX, $r = .52, p < .01$. As Hair, Black, Babin, and Anderson (2010) recommended, this research used the estimated regression model for prediction only and no attempt to interpret the regression coefficients of leadership styles was made. Instead, Hair et al. (2010) recommended examining the independent–dependent relationship of the variables individually when the regression coefficients appear inconclusive of prediction, thus each bivariate correlation was examined to determine significant relationships.

The bivariate correlations (see Table 1) shows transformational leadership has significant positive correlations with expressiveness ($r = .20, p < .01$), preciseness ($r = .44, p < .01$), and questioningness ($r = .19, p < .01$), but the causal propositions for expressiveness and questioningness are in the negative direction; thus, H_1^a and H_1^c are not supported. The results support the proposition that transformational leadership is negatively related to verbal aggressiveness, thus H_1^b is supported. Support was also found for preciseness in the positive direction, thus H_1^d is supported. Significant negative correlations were found with emotionality ($r = -.40, p < .01$), impression manipulateness ($r = -.16, p < .05$), and verbal aggressiveness ($r = -.57, p < .01$). Emotionality and impression manipulateness were hypothesized to have a positive relationship, but the results were significant in the negative direction, thus H_1^e and H_1^f are not supported. For transactional leadership style, three of the leader communication styles showed significant positive correlations with transactional leadership, expressiveness ($r = .19, p < .01$), preciseness ($r = .27, p < .01$), and questioningness ($r = .16, p < .05$), thus supporting $H_2^a, H_2^c,$ and H_2^d . Verbal aggressiveness was significant in the negative direction ($r = -.29, p < .01$), and impression manipulateness was found not significant ($r = .05, p > .05$), thus H_2^b and H_2^f are not supported. Emotionality is positive and significant ($r = -.16, p < .05$), thus H_2^e is supported. Figures 1 and 2 show the results of the predicted causal path.

The causal propositions of this research argued that the relationships of leader communication styles with LMX would follow the causal (linear) propositions of transformational leadership, H_1^a to H_1^f , and transactional leadership styles, H_2^a to H_2^f . The directional results for transformational leadership show that only verbal aggressiveness and preciseness followed the causal propositions of H_1^a to H_1^f (see

Table 3), thus H_3^b and H_3^d are supported while the causal propositions for expressiveness (H_3^a), questioningness (H_3^c), emotionality (H_3^e), and impression manipulativenness (H_3^f) are not supported (Table 3). The results for transactional leadership show that questioningness, preciseness, and emotionality followed the causal proposition of transactional leadership, thus H_3^c , H_3^d , and H_3^e are supported (see Table 4). Although expressiveness is positively related to transactional leadership, it is not significant in relation to LMX, while verbal aggressiveness and impression manipulativenness were negatively related to both transactional and LMX, thus H_3^a , H_3^b , and H_3^f are not supported. Based on these results, the presence of a partial mediation effect supports H_4^a , H_4^b , H_5^a and H_5^b .

Table 1: Bivariate Correlations Leadership Styles, Leader Communication Styles, And LMX ($N = 228$)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
LMX	1.00													
Age	-.17*	1.00												
Education	.05	.42**	1.00											
Employment	-.09	.76**	.30**	1.00										
Gender	.05	.07	-.21**	.09	1.00									
Position	-.01	-.37**	-.25**	-.39**	-.04	1.00								
Transactional	.52**	-.24**	.01	-.19**	-.13*	.02	1.00							
Transformational	.66**	-.13*	.01	.01	-.03	-.02	.68**	1.00						
Emotionality	-.45**	-.13*	-.03	-.10	-.04	.12	-.16*	-.40**	1.00					
Expressiveness	.09	.14*	-.12	.17**	.23**	-.09	.19**	.20**	.00	1.00				
IM ¹	-.29**	-.02	-.05	.02	-.18**	-.02	.05	-.16*	.52**	.08	1.00			
Preciseness	.58**	.06	.09	.06	.02	-.15*	.27**	.44**	-.69**	.01	-.31**	1.00		
Questioningness	.27**	-.07	-.01	-.09	-.20**	-.01	.16*	.19**	.01	.06	.11	.30**	1.00	
VA ²	-.60**	.04	.06	-.07	-.02	.11	-.29**	-.57**	.72**	-.08	.30**	-.71**	-.27**	1.00
M	3.69	2.26	1.38	2.55	1.71	1.65	2.28	2.77	2.66	3.30	2.81	3.44	3.19	2.58
SD	.73	.75	.76	1.38	.45	.48	.47	.67	.55	.37	.44	.52	.38	.63
N	228	228	228	228	228	228	228	228	228	228	228	228	228	228

* $p < .05$. ** $p < .01$ (two-tailed). 1 = Impression Manipulativenness. 2 = Verball Aggressiveness

Table 2: Hierarchical Multiple Regression Models ($N = 228$)

Step		Model 1 β	Model 2 β	Model 3 β
Step 1	(Control variables)			
	Age	.06	-.33**	-.33**
	Education	-.03	.17*	.17*
	Employment	-.05	.08	.08
	Gender	-.09	.10	.10
	Position	.00	-.06	-.06
Step 2	(Unmediated model)			
	Age	-.02	-.08	-.08
	Education	-.03	.11	.11
	Employment	.08	-.07	-.07
	Gender	-.07	.11*	.11*
	Position	.00	-.03	-.03
	Transformational	-.46**	.59**	.59**

Step		Model 1 β	Model 2 β	Model 3 β
Step 3 (Mediated Model)	Transactional	.33**	.19	.10
	Age			-.13
	Education			.10*
	Employment			-.01
	Gender			.10*
	Position			.02
	Transformational			.32**
	Transactional			.17**
	Emotionality			.05
	Expressiveness			.00
	Impression manipulativeness			-.14*
	Preciseness			.25**
	Questioningness			.09
	Verbal aggressiveness			-.15
	<i>R</i>	.34	.69	.78
<i>F</i>	4.14***	28.01***	25.18***	
<i>df</i>	(7, 217)	(7, 217)	(13, 211)	
<i>R</i> ² change	.11***	.41***	.14***	

Note. Model 1 predicted LCS and represents the first regression equation of the mediation model. Models 2 and 3 predicted LMX and represent the second and third regression equation of the mediation model.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 3: Directional Results of Bivariate Correlations

Variable	Causal proposition	Transformational	LMX	Results
H ₁ ^a /H ₃ ^a Expressiveness	-	+	+	NS / NS
H ₁ ^b /H ₃ ^b Verbal aggressiveness	-	-	-	S / S
H ₁ ^c /H ₃ ^c Questioningness	-	+	+	NS / NS
H ₁ ^d /H ₃ ^d Preciseness	+	+	+	S / S
H ₁ ^e /H ₃ ^e Emotionality	+	-	ns	NS / NS
H ₁ ^f /H ₃ ^f Impression	+	-	-	NS / NS

S = Supported, NS = Not Supported, ns = not significant.

Table 4: Directional Results of Bivariate Correlations

Variable	Causal propositions	Transactional	LMX	Results
H ₂ ^a /H ₃ ^a Expressiveness	+	+	ns	S / NS
H ₂ ^b /H ₃ ^b Verbal aggressiveness	+	-	-	NS /
H ₂ ^c /H ₃ ^c Questioningness	+	+	+	S / S
H ₂ ^d /H ₃ ^d Preciseness	+	+	+	S / S
H ₂ ^e /H ₃ ^e Emotionality	-	-	-	S / S
H ₂ ^f /H ₃ ^f Impression manipulativeness	+	ns	-	NS /NS

S = Supported, NS = Not Supported, ns = nonsignificant

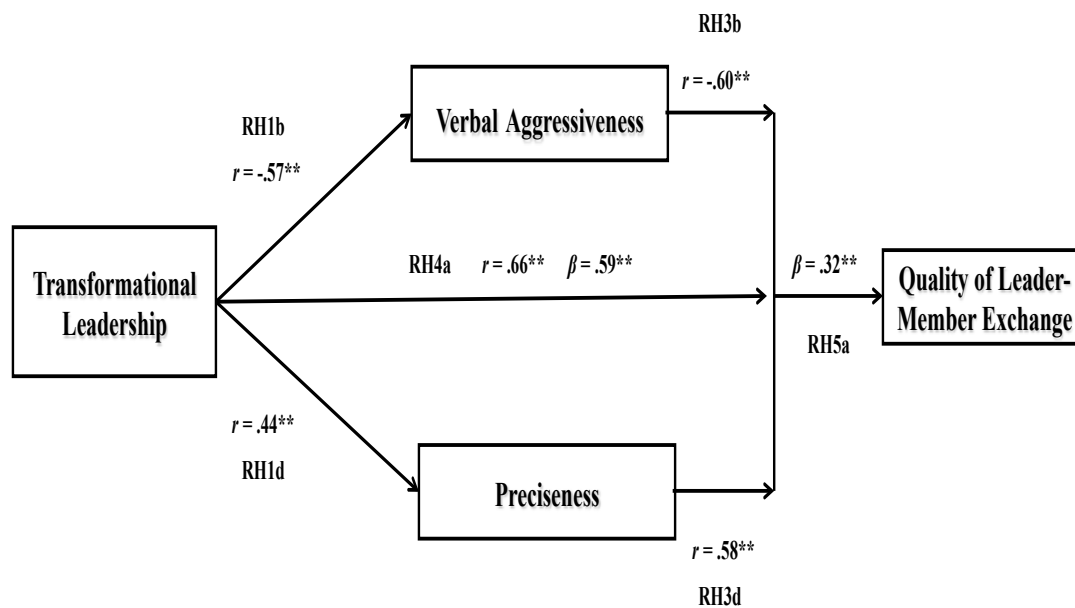


Figure 2: Predicted mediated model for the RP sample indicating two significant regression relationships that show two leader communication styles partially reducing the variance (β) of transformational leadership on LMX.

** $p < .01$.

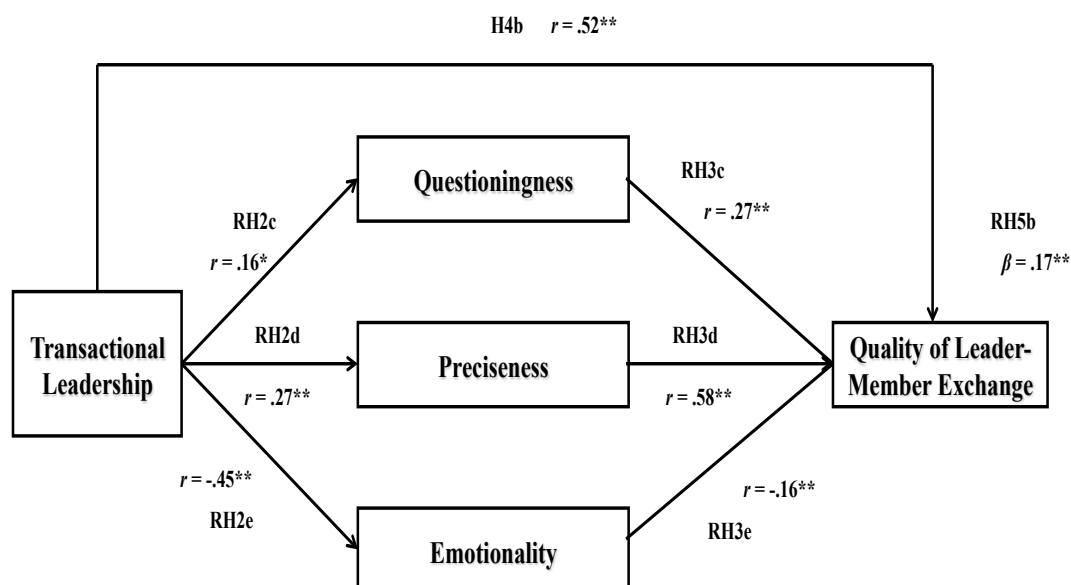


Figure 3: Predicted mediated model for the RP sample indicating three significant regression relationships that show two leader communication styles partially reducing the variance (β) of transactional leadership on LMX.

** $p < .01$. * $p < .05$.

Discussion

Present findings give support to the proposition that “leadership=communication” (De Vries, Bakker-Pieper, & Oostenveld, 2010, p. 376). Although not all forms of communication style reflect particular leadership styles, the conclusion can be drawn that leadership styles may be enacted through leader communication styles, and how a leader communicates would influence proximal (close or distant) relations, thus the quality of LMX. As the results show, precision and verbal aggressiveness mediate the relationship between TF and LMX in the positive and negative direction, respectively. In contrast, preciseness and questioningness mediate the relationship between TL and LMX in the positive direction, while emotionality was in the negative direction.

Whether one is articulating a compelling and inspiring vision or clarifying work requirements for the successful completion of tasks, a transformational or transactional leader must be precise in communicating by being thoughtful, substantive, concise, and structured. In communication the process of encoding-decoding messages in a one-to-one correspondence is not always consistent wherein undesired signals, referred to as “noise” introduces deleterious effects on communication thus creates conflict and worsens relationships (Kraus & Morsella, 2006). A leader communication style that exhibits preciseness lessens the opportunity for noise, which in turn mitigates the potential for conflict (2006).

For transformational leadership, verbal aggressiveness has the opposite effect of preciseness and increases the likelihood of conflict. As an impression management approach, a verbally aggressive leader would create an environment of fear and intimidation (DuBrin, 2011; Tedeschi & Riess, 1981), which pushes people away, thus creating distance or wider divide between a leader and follower. The inclination for closer attachments and LMX in a dyadic relationship is less. The psychological threats and barriers (Bowlby, 1969) created by verbal aggressiveness prevent the formation of attachment. Attachment is based on security (1969), thus relationships based on intimidation are less likely to develop close dyadic relationships (Boatwright et al., 2010) but engage in attachment avoidance (Hansbrough, 2012). Attachment avoidance is negatively related to both transformational and transactional leadership (2012). The formation of adaptive behaviors in the development of quality relationships is more difficult under conditions of attachment avoidance (Berson, Dan, & Yammarino, 2006) and even more so in conflict situations.

Transactional leadership was found to have a positive link to questioningness, which in turn show a positive effect on LMX. Leaders who are questioning tend to be unconventional, philosophical, inquisitive, and argumentative (De Vries, Bakker-Pieper, Siberg, et al., 2013). The positive link contributes to a positive development of dyadic relationships, because it helps followers to gain a better understanding of the leader as much as the work environment. In this context, it reflects the dynamics of social penetration, wherein the interactants are engaged in increasing self-disclosure for a closer relationship (Littlejohn & Foss, 2011; Taylor & Altman, 1987). The

unwitting engagement in self-disclosure through questioningness leads to the escalation of the relationship to a deeper level (Roloff, 1981). The self-disclosure could serve as a basis for followers to evaluate the likelihood that a transactional leader would be inclined to recognize hard work and good performance, which in turn may lead to a reciprocal behavior (Fishbein, 1980). Although argumentativeness is part of leader questioningness, which may lead to conflict, it is also a way to stimulate dialogue and debate (De Vries, Bakker-Pieper, Siberg, Van Gameren, & Vlug, 2013) as a way to resolve divergence and disagreements in conflict situations.

Transactional leadership has a negative relationship with emotionality, which in turn has a negative effect on LMX. Emotionality involves failing to control emotions and suggest unpredictability of behavior because of the inability of the leader to talk about important things in a rationale manner but shows more anxiety, tension, and defensiveness (De Vries et al., 2009). Emotions affect motivation, and when negative emotions prevail, rational thinking is subverted, thus any form of critical thinking or rationale discourse results in misunderstandings in relationships (Matsumoto, Yoo, & LeRoux, 2010). The failure to regulate negative emotions in dialogue by failing to hold them back leads to the deterioration of relationships, which tends to accentuate differences among those in the relationship, thus reinforces ethnocentric and stereotypic ideas (2010).

In a collectivist-leaning culture such as the Philippines, the sense of unpredictability is mitigated by acceptance of high power distance relationship. Power distance is the degree of inequality in power that exists between two individuals within a social system (Hofstede, 2001). Power inequality is generally accepted with a preference for an autocratic or paternalistic type of leader (Hofstede, 2001), because such a leader is perceived as being stable and certain, thus less emotional. Emotionality may be perceived as confrontational among Filipinos owing to their high sensitivity (Mujatba & Balboa, 2009), thus a threat performance and productivity. Among Filipinos emotionality is not a positive attribute, and would distance themselves from this type of leader. In a work environment, any close relationship becomes difficult to achieve under an emotional leader.

The relevance and implications of these findings can be situated in several aspects of conflict management such as proximal relations, power relations, intercultural relations, and gender communication. In proximal relations, leader communication styles determine quality of LMX relationships. Leader communication styles are also expressions of power in the form of compliance-gaining messages or strategies (Marwell & Schmidt, 1967), and that communication style or manner of linguistic form is different between a supervisor and a subordinate. Individuals in positions of power and authority tend to be less polite, and those under the authority tend to be more polite (Morand, 2000). Politeness is a communication goal or a linguistic gesture or behavior that individuals pursue in order to meet the face needs of self and of others (Ting-Toomey, 1985, 1988, 1994). Face-threatening acts are serious considerations in intercultural relations because cultures determine the types of identities that are acceptable and unacceptable (Ting-Toomey, 2005), thus manners of communication, or communication styles, become the most important element when culture is a factor in building relationships. Lastly, given that 78 percent of the respondents were females, the findings reflect female communication styles. Von Hippel, Wiryakusuma, Bowden, and Shochet (2011) argued that females in positions

of leadership tend to adapt masculine communication styles in response to stereotype threats and stereotype reactance. These findings are consistent with the idea that communication is gendered (Foss, Foss, & Griffin, 1999). A *t-test* found no significant difference in preference for five of six leader communication styles, which suggest that females may be adapting male communication styles.

Conclusion, Limitation and Future Research

This paper examined the direct causal link between leadership styles and leader communication styles, the direct causal link between leadership styles and quality of leader-member exchange relationship (LMX), and the extent to which leader communication styles mediates the relationship between leadership styles and LMX. The findings show that certain leader communication styles explain how leadership behavior of transformational and transactional leadership affects the quality of dyadic relationships. The findings build upon the concept of leadership as relational and also contribute to the overall effort to shift the focus of leadership studies from trait-based to examining how leader-member dyadic relationships are built or constructed. The findings highlight the importance of leader communication styles in creating productive or conflicted relationships in the workplace. The derived model upholds the fundamental premise that relationships are built through communication. As such, conflict management may depend on the communication skills of the leader. The managerial implications focus on the importance of leader communication styles in building quality dyadic relationships in the workplace, particularly in conflict management due to the impact that leader communication plays in proximal and power relationships and intercultural relations. Overall, new findings contribute to the field of conflict management, leadership communication, and gender communication by examining the role of leader communication in avoiding conflict that leads to quality dyadic relationships.

This research is ex-post facto research, which is a major limitation in non-experimental designs (Jarde et al., 2012). In ex-post facto research, independent variables cannot be manipulated, thus the data drawn from independent variables may not be sufficient to explain the phenomenon under investigation. This research is a modification of the model investigated by De Vries, Bakker-Pieper, and Oostenveld (2010). The divergent findings of this study with De Vries et al. (2010) provide an opportunity to clarify the causal path through path analysis or structural equation modeling in future research. Future research opportunities also exist in examining the construction of social realities in the workplace is formed through a system of meaning and discourses that may lead to a psychological state destructive to the work environment, such as workplace aggression given its considerable impact on interpersonal conflict.

References

- Amernic, J., Craig, R., & Tourish, D. (2007). The Transformational Leader as pedagogue, physician, architect, commander, and saint: Five root metaphors in Jack Welch's letters to stockholders of general electric. *Human Relations*, 60(12), 1839-1872. doi: 10.1177/0018726707084916
- Ayoko, O. B., & Pekerti, A. A. (2008). The mediating and moderating effects of conflict and communication openness on workplace trust. *International Journal of Conflict Management*, 19(4), 297-318. doi: 10.1108/10444060810909275
- Bambacas, M., & Patrickson, M. (2008). Interpersonal communication skills that enhance organisational commitment. *Journal of Communication Management*, 12(1), 51-72. doi: 10.1108/13632540810854235
- Bambacas, M., & Patrickson, M. (2009). Assessment of communication skills in manager selection: Some evidence from Australia. *The Journal of Management Development*, 28(2), 109-120. doi: 10.1108/02621710910932070
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bass, B. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, & managerial applications* (3rd ed.). New York, NY: The Free Press.
- Bass, B. M., & Avolio, B. J. (1990). The implications of transactional and transformational leadership for individual, team and organizational development. *Research in Organizational Change and Development*, 4, 231-272.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- Bass, B. M., & Avolio, B. J. (1997). *Full range leadership development manual for the multifactor leadership questionnaire*. Palo Alto, CA: Mindgarden.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Mahwah, NJ: Lawrence Erlbaum.
- Bavelas, J. (1990). Behaving and communicating: A reply to Motley. *Western Journal of Speech Communication*, 54(4), 593-602.
- Baxter, L. A. (2004). Dialogues of relating. In A. Anderson, L. A. Baxter, & Cissna, K. N. (Eds.), *Dialogue: Theorizing differences in communication studies* (pp. 107-124). Thousand Oaks, CA: Sage.
- Baxter, L. A., & Montgomery, B. M (1996). *Relating: Dialogue and dialectics*. New York, NY: Guilford Press.
- Berson, Y., Dan, O., & Yammarino, F. J. (2006). Attachment style and individual differences in leadership perceptions and emergence. *Journal of Social Psychology*, 146(2), 165-182.
- Bhal, K. T., & Ansari, M. A. (2007). Leader–member exchange–subordinate outcomes relationship: Role of voice and justice. *Leadership & Organization Development Journal*, 28(1), 20-35. doi: 10.1108/01437730710718227
- Bhal, K. T., Uday Bhaskar, A., & Ventaka Ratman, C. S. (2009). Employee reactions to M&A: Role of LMX and leader communication. *Leadership & Organization Development Journal*, 30(7), 604-624. doi: 10.1108/01437730910991637
- Blau, P. M. (1986). *Exchange and power in social life*. New Brunswick, NJ:

Transaction Books.

- Boatwright, K. J., Lopez, F. G., Sauer, E. M., VanDerWege, A., & Huber, D. M. (2010). The influence of adult attachment styles on worker's preferences for relational leadership behaviors. *The Psychologist-Manager Journal*, 13(1), 1-124. doi: 10.1080/10887150903316271
- Bowlby, J. (1969). *Attachment and loss: Vol. 1. Attachment* (2nd ed.). New York, NY: Basic Books.
- Brandes, P., Dharwadkar, R., & Wheatley, K. (2004). Social exchanges within organizations and work outcomes: The importance of local and global relationships. *Group Organization Management*, 29(3), 276-301. doi: 10.1177/1059601103257405
- Bryman, A. (1992). *Charisma and leadership in organization*. London, UK: Sage.
- Burns, J. M. (1978). *Leadership*. New York, NY: Harper & Row.
- Conger, J. A. (1991). Inspiring others: The language of leadership. *Academy of Management Executive*, 5(1), 31-45.
- Conger, J. A., & Kanungo, R. N. (1998). *Charismatic leadership in organizations*. Thousand Oaks, CA: Sage.
- Cunliffe, A. L. (2009). The philosopher leader: On relationalism, ethics, and reflexivity: A critical perspective to teaching leadership. *Management Learning*, 40(1), 87-101. doi: 10.1177/1350507608099315
- Dansereau, F., Cashman, J., & Graen, G. (1973). Instrumentality theory and equity theory as complementary approaches in predicting the relationship of leadership and turnover among managers. *Organizational Behavior and Human Performance*, 10, 184-200.
- Dansereau, F., Graen, G. B., & Haga, W. (1975). A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Performance*, 13(1), 380-397. doi: 10.1016/0030-5073(75)90005-7
- Deutsch, M. (2006). Cooperation and Competition. In M. Deutsch, P. T. Coleman, & E. C. Marcus (Eds.), *The Handbook of Conflict Resolution: Theory and Practice* (pp. 23-42). San Francisco, CA: Jossey-Bass.
- De Vries R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of Business and Psychology*, 25(3), 367-380. doi: 10.1007/s10869-009-9140-2
- De Vries, R. E., Bakker-Pieper A., Siberg, R. A., van Gamen, K., & Vlug, M. (2013). The content and dimensionality of communication styles. *Communication Research*, 40(4), 506-532. doi: 10.1177/0093650211413571
- Den Hartog, D. W., & Verbarg, R. M. (1997). Charisma and rhetoric: Communicative techniques of international business leaders. *Leadership Quarterly*, 8(4), 355-391.
- DuBrin A. J. (2011). *Impression management in the workplace: Research, theory, and practice*. New York, NY: Routledge.
- Fairhurst, G. T. (1993). The leader-member exchange patterns of women leaders in industry: A discourse analysis. *Communication Monographs*, 60(4), 321-351.
- Fairhurst, G. T., & Uhl-Bien, M. (2012). Organizational discourse analysis (ODA): Examining leadership as a relational process. *Leadership Quarterly*, 23(6), 1043-1062. doi: 10.1016/j.leaqua.2012.10.005
- Fishbein, M. (1980). *Understanding attitudes and predicting behavior*. Englewood Cliffs, NJ: Prentice Hall.
- Foss, K. A., Foss, S. K., & Griffin, C. L. (1999). *Feminist rhetorical theories*.

- Thousand Oaks, CA: Sage.
- Gaines, K. A. (2007). *A communicative theory of leadership practice* (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 3285362)
- Gardner, W. L., & Cleavenger, D. (1998). The impression management strategies associated with transformational leadership at the world-class level: A psychohistorical assessment. *Management Communication Quarterly*, 12(3), 3-41. doi: 10.1177/0893318998121001
- Graen, G., & Scandura, T. (1987). Toward a psychology of dyadic organizing. *Research in Organizational Behavior*, 9, 175-208.
- Graen, G., & Uhl-Bien, M. (1991). The transformation of work group professionals into self-managing and partially self-designing contributors: Toward a theory of leadership-making. *The Journal of Management Systems*, 3(3), 25-39.
- Graen, G. B., & Schiemann, W. (1978). Leader-member agreement: A vertical linkage approach. *Journal of Applied Psychology*, 63(2), 206-212.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of a leader-member exchange (LMX) theory of leadership over 25 years. Applying a multi-level domain perspective. *Leadership Quarterly*, 6(2), 219-247.
- Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Hamrefors, S. (2010). Communicative leadership. *Journal of Communication Management*, 14(2), 141-152. Doi: 10.1108/13632541011034592
- Hansbrough, T. K. (2012). The construction of a transformational leader: Follower attachment and leadership perceptions. *Journal of Applied Social Psychology*, 14(6), 1533-1549. doi: 10.1111/j.1559-1816.2012.00913.x
- Hofstede, G. H. (2001). *Culture's consequences* (2nd ed.). Thousand Oaks, CA: Sage.
- Hosking, D. (1988). Organizing, leadership, and skillful process. *Journal of Management Studies*, 25(2), 147-166.
- Hosking, D., & Fineman, S. (1990). Organizing processes. *Journal of Management Studies*, 27(6), 583-604.
- Jarde, A., Losilla, J. M., & Vives, J. (2012). Suitability of three different tools for the assessment of methodological quality in ex post facto studies. *International Journal of Clinical Health & Psychology*, 12(1), 97-108.
- Kellerman, K. (1987). Information exchange in social interaction. In M. E. Roloff & G. R. Miller (Eds.), *Interpersonal processes: New directions in communication research* (pp. 188-219). Newbury Park, CA: Sage.
- Kovjavic, S., Schuh, S. C., Jonas, K., Van Quaquebeke, & Van Dick, R. (2012). How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees needs as mediating links. *Journal of Organizational Behavior*, 33(8), 1031-1052. doi: 10.1002/job.1771
- Krauss, R. M., & Morsella, E. (2006). Communication and conflict. In M. Deutsch, P.T. Coleman & E. C. Marcus (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 144-157). San Francisco, CA: Josey-Bass.
- Littlejohn, S. W., & Foss, K. A. (2011). *Theories of human communication* (10th ed.). Long Grove, IL: Waveland Press.
- Lutgen-Sandvik, P., & Tracy, S. J. (2012). Answering five key questions about workplace bullying: How communication scholarship provides thought leadership for transforming abuse at work. *Management Communication Quarterly*, 26(3), 3-47. doi: 10.1177/0893318911414400

- Marwell, G., & Schmitt, D. R. (1967). Dimensions of compliance-gaining strategies: A dimensional analysis. *Sociometry*, 30(4), 350-364.
- Matsumoto, D., Yoo, S. H., & LeRoux, J. A. (2010). Emotion and intercultural adjustment. In D. Matsumoto (Ed.), *APA handbook of intercultural communication* (pp. 41-57). Washington, DC: American Psychological Association.
- Meyers, L. S., Gamst, G., & Guarino, A. J. (2013). *Applied multivariate research: Design and interpretation* (2nd ed.). Los Angeles, CA: Sage.
- Morand, D. A. (1996). Politeness as a universal variable in cross-cultural managerial communication. *International Journal of Organizational Analysis*, 4(1), 52-52.
- Morand, D. A. (2000). Language and power: An empirical analysis of linguistic strategies used in superior-subordinate communication. *Journal of Organizational Behavior*, 21(3), 235-248.
- Motley, M. T. (1990). On whether one can(not) not communicate: An examination via traditional communication postulates. *Western Journal of Speech Communication*, 54(1), 1-20.
- Mujtaba, B. G., & Balboa, A. (2009). Comparing Filipino and American task and relationship orientations. *Journal of Applied Management and Entrepreneurship*, 14(2), 82-98.
- Richmond, V. P., & McCroskey, J. C. (2009). Human communication theory and research: Traditions and models. In D. W. Stacks & M. B. Salwen (Eds.), *An integrated approach to communication theory and research* (2nd ed., pp. 223-244). New York, NY: Routledge.
- Rogers, P. S., & Lee-Wong, S. M. (2003). Reconceptualizing politeness to accommodate dynamic tensions in subordinate-to-superior reporting. *Journal of Business and Technical Communication*, 17(4), 379-412. doi: 10.1177/1050651903255401
- Roloff, M. E. (1981). *Interpersonal communication: The social exchange approach*. Beverly Hills, CA: Sage.
- Schuster, C. (1998). Mikhail Bakhtin as rhetorical theorist. In F. Farmer (Ed.), *Landmark essays on Bakhtin, rhetoric, and writing* (pp. 1-14). Mahwah, NJ: Lawrence Erlbaum Associates.
- Sheard, C. M. (1996). The public value of epideictic rhetoric. *College English*, 58(7), 765-794.
- Shetach, A. (2012). Conflict Leadership. *Journal For Quality & Participation*, 35(2), 25-30.
- Sosik, J. J., & Jung, D. I. (2003). Impression management strategies and performance in information technology consulting. *Management Communication Quarterly*, 17(2), 233-268. doi: 10.1177/0893318903256110
- Spaho, K. (2013). Organizational communication and conflict management. *Management: Journal Of Contemporary Management Issues*, 18(1), 103-118.
- Stewart, J., Zediker, K. E., & Black, L. (2004). Relationships among philosophies of dialogue. In R. Anderson, L. A. Baxter & Cissna, K. N. (Eds.), *Dialogue: Theorizing difference in communication studies* (pp. 21-38). Thousand Oaks, CA: Sage.
- Summers, K. (2001). Epideictic rhetoric in the "Englishwoman's Review." *Victorian Periodicals Review*, 34(3), 263-281.
- Taylor, D. A., & Altman, I. (1987). Communication in interpersonal relationships: Social penetration processes. In M. E. Roloff & Miller, G. R. (Eds.),

- Interpersonal processes: New directions in communication research* (pp. 257-277). Newbury Park, CA: Sage.
- Tedeschi, J. T., & Riess, M. (1981). Identities, the phenomenal self, and laboratory research. In J. T. Tedeschi (Ed.), *Impression management theory and social psychological research* (pp. 3-22). New York, NY: Academic Press.
- Ting-Toomey, S. (1985). Toward a theory of conflict and culture. In W. Gudykunst, L. Stewart, & S. Ting-Toomey (Eds.), *Communication, culture, and organizational processes* (pp. 71-86). Beverly Hills, CA: Sage.
- Ting-Toomey, S. (1988). Intercultural conflicts: A face-negotiation theory. In Y. Kim & W. Gudykunst (Eds.), *Theories in intercultural communication* (pp. 213-235). Newbury Park, CA: Sage.
- Ting-Toomey, S. (Ed.). (1994). *The challenge of facework: Crosscultural and interpersonal issue*. New York: State University of New York Press.
- Ting-Toomey, S. (2005). Identity negotiation theory: Crossing cultural boundaries. In W. B. Gudykunst (Ed.), *Theorizing about intercultural communication* (pp. 211-233). Thousand Oaks, CA: Sage.
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The Leadership Quarterly*, 17(6), 654-676. doi: 10.1016/j.leaqua.2006.10.007
- Von Hippel, C., Wiryakusuma, C., Bowden, J., & Shochet, M. (2011). Stereotype threat and female communication styles. *Personality and Social Psychology Bulletin*, 37(10), 1312-1324. doi: 10.1177/0146167211410439
- Watzlawick, P., Beavin, J., & Jackson, D. (1967). *Pragmatics of human communication: A study of interactional patterns, pathologies, and paradoxes*. New York, NY: Norton.
- Whittington, J. L., Coker, R. H., Goodwin, V. L., Ickes, W., & Murray, B. (2009). Transactional leadership revisited: Self-Other agreement and its consequences. *Journal of Applied Psychology*, 39(8), 1860-1886. doi: 10.1111/j.1559-1816.2009.00507.x
- Yukl, G. (2010). *Leadership in organizations* (7th ed.). Upper Saddle River, NJ: Prentice Hall.