

**Examining the impact of leadership communication styles  
on women empowerment and organizational productivity  
in Kabul, Afghanistan: The role of gender equality and the  
influence of organizational culture**

**By**

**Hormat Ferdaws Ayoubi**



**NATIONAL UNIVERSITY OF MODERN LANGUAGES  
ISLAMABAD**

**Jan 2025**

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A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF

**MASTER OF SCIENCE**

**In**

**MANAGEMENT SCIENCES**

DEPARTMENT OF MANAGEMENT SCIENCES



NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD

Jan 2025

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## THESIS/DISSERTATION AND DEFENSE APPROVAL FORM

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Thesis Title: Examining the impact of leadership communication styles on women empowerment and organizational productivity in Kabul, Afghanistan: The role of gender equality and the influence of organizational culture

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## DECLARATION FORM

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## **ACKNOWLEDGMENT**

All praises are for Almighty Allah, the most beneficent, the most merciful who bestowed upon me the sight to observe, the mind to think, and the courage to work more and more. Peace and blessing of Allah be upon Prophet Muhammad (PBUH) who exhorted his followers to seek the knowledge from cradle to grave.

It is my privilege and honor to work under the supervision of Dr. Qlander Hayat, at NUML University, Islamabad. I wish to express my deepest gratitude for their expert guidance, appreciation, and sincere advice, marvelous and ongoing support during the period of my research work. Their endless encouragement and familiar deeds have been the major driving force throughout my research work. I am highly indebted to my colleagues and seniors who shared their knowledge, skills, sincere efforts, and all the good times that we have spent together. Last but not least, I wish to express feelings of gratitude to my family and my wife especially my parents for their prayers, continuous moral support, and firm belief in me that has finally made this success possible.

In the end, I would like to thank all my teachers, colleagues, friends, and technical staff who in their way, assisted me in my project.

May Allah bless them all. (Ameen)

Hormat Ferdaws Ayoubi

## ABSTRACT

This study explores how Leadership communication styles contribute to empowering women and boosting the organization's productivity with the mediating role of organizational culture and the moderating influence of gender equality in Kabul, Afghanistan.

This proposed study aims to understand how leadership communication affects women's empowerment and organizational productivity organizations and the role of gender equality and organization culture in Kabul, Afghanistan. By looking at how leaders communicate and their impact, we hope to find ways to improve gender equality and organizational performance. Ultimately, we want to help organizations in Kabul be more inclusive and empower women.

Data was collected from different organizations in Kabul through surveys, targeting employees and leaders at collective levels. The quantitative method used in the data collection process, the data was collected from a sample of leaders and employees in different organizations in Kabul through questionnaires to gather quantitative data regarding perceptions of Leadership communication styles, women empowerment, organization productivity, gender equality, and organizational culture.

The sample size for this research is 245 leaders and employees. The questionnaires will be translated into Persian language. Using SPSS software, the current research study will employ descriptive and inferential statistics. The gathered information will be examined using descriptive statistics for the studied variables.

**Keywords:** Leadership Communication Style, Women Empowerment, Organizational Productivity, Organizational Culture, Gender Equality.

## **LIST OF ACRONYMS**

|               |                                                |
|---------------|------------------------------------------------|
| <b>(LCS)</b>  | <b>Leadership Communication Style</b>          |
| <b>(WE)</b>   | <b>Women's Empowerment</b>                     |
| <b>(OP)</b>   | <b>Organizational Productivity</b>             |
| <b>(OC)</b>   | <b>Organizational Culture</b>                  |
| <b>(GE)</b>   | <b>Gender Equality</b>                         |
| <b>(SET)</b>  | <b>Social Exchange Theory</b>                  |
| <b>(SEM)</b>  | <b>Structural Equation Modeling</b>            |
| <b>(SPSS)</b> | <b>Statistical Package for Social Sciences</b> |
| <b>(VIF)</b>  | <b>Variance Inflation Factor</b>               |
| <b>(AMOS)</b> | <b>Analysis of Moment Structures</b>           |
| <b>(CFA)</b>  | <b>Conformity Factor Analysis</b>              |

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# **CHAPTER NO 1**

## **INTRODUCTION**

The importance of leader communication style on organizational outcome and performance has become the focus of numerous research (Reinout, Angelique, & Wyneke, 2020). Effective leadership communication is acknowledged as a cornerstone of organizational success, influencing employee engagement, motivation, and overall performance (Wikaningrum & Yuniawan, The relationships among leadership styles, communication skills, and employee satisfaction: A study on equal employment opportunity in leadership, 2018). Nevertheless, much discussion and research have been done on the role of leadership communication. Still, one of the more critical gaps is the implications for women's empowerment and productivity in the organization, especially in a cultural environment like Kabul, Afghanistan. (Ramlawati & Serlin, The role of ethical leadership on employee commitment to the organization: the mediating role of job satisfaction and job engagement, 2023).

Afghanistan's social and political context has been going through a major transformation, which is bringing about multiple changes, especially in gender relations and organizational frameworks (Tan & van Dun, 2023). While some progress has been made towards the promotion of gender equality and women's empowerment, there still exist large obstacles like gender-based discrimination, lack of education and employment opportunities for women, and cultural norms that stand in women's way to the positions of leadership (UN Women, Progress of the World's Women 2019-2020, 2020) (Nikpour & Kazemi, 2022). Investigating the interaction between leadership communication styles, gender equality, and organizational culture is necessary for establishing gender-sensitive leadership principles and sustainable organizational culture. (oh & Daehwan, 2023).

The study utilizes a method approach to fill the research gap by exploring the influence of leadership communication styles on women's empowerment and organizational effectiveness in Kabul, Afghanistan. This research will take a combined approach that involves both quantitative and qualitative methodologies to get a deeper insight into the complex web of interactions between leadership communication, gender equality, and organizational results.

## **1.1. Background of the study**

In recent organizational studies, researchers have focused more on how leadership communication styles impact organizational dynamics and outcomes (Scientia, et al., 2023). Effective leadership communication is strongly linked to higher employee engagement, motivation, and organizational performance (Armansyah, Danker, Herman, Saputro, & Sihombing, 2023).

The situation in Afghanistan has seen significant changes, affecting gender dynamics and organizational structure greatly (Nikpour & Kazemi, 2022). While progress has been made in advocating for gender equality and women's rights, women still face major challenges, such as systemic gender-based discrimination, limited access to education and employment opportunities, and deeply rooted cultural norms that hinder their advancement in leadership roles (UN Women, Progress of the World's Women 2019-2020, 2020). Identifying the links between leadership communication styles that promote women's empowerment and organizational growth becomes key to creating gender-inclusive management practices and sustainable organizational development (Marsendah, Budiantoro, & Samryn, The Influence of Women's Leadership and Communication Style on Employee Engagement at PT Biofarma, 2023).

Organizational culture is crucial in shaping leadership behaviors and an organization's values (Hofstede, Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations, 2020). The cultural milieu in Kabul, characterized by deep-seated traditions, societal mores, and historical legacies, profoundly influences leadership paradigms and employee perceptions regarding gender roles within organizations (Ahmadzai M. , 2024). Cultivating gender-inclusive norms within organizational culture can act as a catalyst for enhancing women's participation, agency, and decision-making authority, thereby strengthening organizational efficacy and resilience (UN Women, Progress of the World's Women 2019-2020, 2020).

Hence, this research seeks to investigate how different leadership communication styles affect the empowerment of women and the productivity of organizations in Kabul, Afghanistan. It also aims to understand the impact of gender equality as a mediator and organizational culture as a moderator in this context. Through exploring these relationships, this study aims to offer perspectives on how leadership communication styles can promote gender diversity in organizational settings and support long-term growth within Kabul's diverse socio-cultural environment.

## **1.2. Theoretical Perspective**

The underpinning of this study on Social Exchange Theory (SET) is that it has extensively acted on organizations and the reciprocal nature of relationships between members within an organization. SET argues that interpersonal exchanges, including those between leaders and employees, involve both parties giving and receiving resources such as trust, respect, and support (Ye, Liu, & Tan, 2005). Specificity, exacting, and transparency — in the context of leadership communication, SET suggests that the way a leader communicates with his or her subordinates sets the stage for these interactions. (Erkutlu & Chafra, 2015) Effective communication drives high-quality exchanges, which are particularly important for women's empowerment in the workplace.

SET explains that positive leader-member exchange increases women's feelings of empowerment by making them feel valued and supported. Women are empowered to assume positions of leadership, contribute to greater effect, and pursue development in their field through leaders who communicate in ways that promote transparency and trustworthiness. Moreover, the additional responsibility given to employees results in improved organizational productivity because empowered employees are more positive, motivated, and satisfied at work (Schein E., 2020). They put stress on that reciprocal transaction passing on be the grounds for to adhere to be the grounds for commitment and the basis for an avert where going for an advantage is exactly part of the go upwards culture from this method of its ideal for inclusion and equality real.

Social Exchange Theory is a theoretical lens through which the relationship among leadership communication styles, women's empowerment, and organizational productivity can be understood in this study. In the backdrop of Kabul Afghanistan, this research aims to show that with positive exchanges, effective communication can foster an organizational culture, which is based on individual empowerment and is also a path to success when deployed as a leadership style.

## **1.3. Research Gap/Need of Study**

This thesis surfaces for the first time a key gap in knowledge and understanding of how leadership communication styles play out in an organizational context and how they aid or hinder women's empowerment and growth.

Although previous researchers (Singh, 2021) have explored in detail how leadership communication styles affect the outcomes including but not limited to employee engagement, motivation, and performance; yet there exist very limited drivers that explore how leadership

communication styles interrelate with gender dynamics to suffice women's empowerment and organizational efficiency, particularly in Kabul, Afghanistan (Benmira & Agboola, Evolution of leadership theory, 2021). Such research gaps highlight the need to examine the functioning of leadership communication styles in organizations and their direct impact on the empowerment of women and organization development (Nikpour & Kazemi, 2022).

In addition, this sets an ideal gap in research as there is not much exploration or insight into leadership communication and gender dynamics in the literature (Mariaceline, 2023). The benefits of a method approach are often overlooked as most studies tend to focus on qualitative methods. Mixing up methods of different types could allow for further insight into the complex relationships between leadership communication, gender equality, and organizational outcomes (Gloria & Algooth, 2023).

The thesis attempts to contribute to the existing knowledge by filling in the existing gap in the research in Afghanistan related to gender dynamics from the perspective of leadership communication styles and their impact on gender power relations and organizational culture. This study extends the field of mixed-method in examining the role transformational leadership plays on empowering women and improving organizational productivity in the unique socio-cultural setting of Kabul, Afghanistan. This highlights the role of leadership communication styles in influencing the efficacy of organizational practices that can further female emancipation, though further inquiry is warranted on this complex interplay between leadership communication styles and gender equality. Through examining these subtleties, this thesis aims to shed light on how gender interplay shapes the empowerment of women and indeed the performance of organizations as a whole. Moreover, this study seeks to provide recommendations relevant to the Afghan context, focusing on understanding gender equality and enhancing organizational efficiency. To help Afghan organizations cope with the challenges of their fast-changing business environment, while fostering inclusion and diversity in leadership and culture, we had suggested the following recommendations. This study is therefore aimed at providing insight into the informal practices of bonds, as pre-established divisions in the workplace, to develop policies and strategies leading to a fair productive and sustainable organization both in Kabul and elsewhere.

#### **1.4.Problem Statement**

The socio-cultural and economic fabric of Afghanistan poses great challenges to the implementation of women's empowerment and organizational productivity programs, as it can restrict women's access to the job market and limit their scope of agency through work. More

importantly, gender norms and cultural expectations that are widespread and deep-rooted may constrain women's empowerment in organizations (Özütler & Shaghasy, 2022), preventing them from fully participating and contributing to organizational outcomes. This sets up challenging conditions for an LCS that fosters both women's empowerment and productivity in organizations. These types of constraints must be addressed if the challenges and potential of leadership practices in Afghanistan will be understood (Erkutlu & Chafra, 2015).

Besides, the existing studies in this field rarely take account of the multi-layered socio-cultural fabric of Kabul that determines its work environment. The unique cultural and historical backbone of the city serves as an important factor that influences both organizational practices and gender roles (House, 2016). Moreover, several studies employ mono-method research designs, limiting the depth of understanding and failing to account for nuances around leadership communication regarding gender equality and productivity within the nature of remote working.

This kind of research should also be multi-method (i.e., qualitative and quantitative), in order to allow the exploration of the interplay of the processes involved. This method is vital to represent the intricacies of gender relations and leadership discourse in the specific context of Kabul. Using more than 1 type of research the scholars are going to get a lot better to identify what promote the gender harmony and the productivity in an organization. This will allow the use of this research to provide a solid practical ground to develop more contextualized and effective strategies to further boost gender equality, uphold organizational performance and finally establish a sustainable business environment in the capital of Afghanistan, Kabul.

## **1.5. Problem Identification**

Persistent gender-based gaps within organizational contexts in Kabul, Afghanistan constitute one of the major dilemmas hindering women empowerment status and vice versa organizational productivity. It can be very challenging because they have deep sociocultural roots, where traditional practices and norms prevent women from thriving, participating, and contributing in professional environments. While global and local campaigns have fueled the discourse of the relevance of gender equality, the pace of improvement in closing these gaps has been slow and fragmentary (Bahaudin & Kaifi, 2011). These efforts have, however, failed to fill a critical gap to better understand especially how leadership communication styles can critically influence female empowerment and organizational practices in the specific context of Kabul (Nikpour & Kazemi, 2022). But this area of the literature is scant and did not explore the complex interrelationship between leadership practices and the sociocultural dynamics in

which women in Afghanistan operate and encounter. The kind of leader a person is, transformational, transactional, or laissez-faire can either be a member of the old boy's club, and perpetuate the barriers, or create an environment that encourages women to succeed. This potential remains relatively unexplored given the lack of a thorough analysis that considers Kabul's unique cultural and organizational context. Closing this gap in research is important for the creation of interventions that champion gender equality while raising productivity and innovation which will result in bettering the organizations as well as the community in Kabul (Madsen, Andrade, & et al., 2018). Existing literature is rather limited and does not encapsulate the nuanced interplay of Kabul's sociocultural landscape.

## **1.6. Description of Study Variables**

By conducting an in-depth analysis of key factors such as leadership communication, women's empowerment, and organizational productivity, this study aims to deepen our understanding of how these elements interact within organizational settings. The research will explore the ways in which leadership communication styles influence the empowerment of women and, in turn, how empowered women contribute to organizational productivity. Through this examination, the study hopes to provide valuable insights that can guide the development of more inclusive and effective leadership practices. Ultimately, this research has the potential to foster the creation of vibrant, equitable workplaces in Afghanistan, promoting both gender equality and organizational success.

**Leadership communication styles:** Leadership communication styles are the characteristics or techniques that leaders employ in order to communicate messages, orders and feedback to the people they manage, their colleagues and their higher-ups in organizational environments. These styles can be diverse from authoritative and directive to participative and collaborative. Good leadership communication helps people build trust, clarity, and transparency which enables that team to work towards the organizational goal. Moreover, the way a leader communicates impacts how people work, if they feel motivated and to what extent the culture reflects that within a company. Tailoring communication strategies to meet the specific needs of people and the team allows leaders to promote greater engagement, collaboration, and productivity across the organization.

**Women's Empowerment:** Women empowerment is an essential variable describing increase in autonomy, decision authority and opportunities to grow and develop for women inside an organization. Your expertise spans women's agency over their careers, decision-

making impact and influence over organizational outcomes. Women who feel empowered are more engaged, innovative, and ready for leadership roles that help businesses thrive. This variable indicates the level of organizational commitment to gender equality, actively providing women the tools and resources to succeed both professionally and personally.

**Organizational Productivity:** Organizational productivity there is a very important variable, which measures the efficiency and effectiveness of the Organization in achieving its goals. These include not only productivity per employee but also revenue generation and customer satisfaction. A high level of productivity indicates an organization's ability to make the most of its assets, maximize efficiency and meet the needs of the market. It also points out the organization's achievement in creating a driven and efficient team, making sure that both internal processes and external relations have a beneficial effect on overall performance and long-term sustainability.

**Gender Equality:** The relationship between leadership communication styles and women empowerment in an organization, is significantly moderated by gender-equality. It also helps to identify and address, and then, reduce, bias and disparities, allowing women to have fair opportunities to flourish. Leadership communication is more inclusive and supportive of gender equality, leading to a fair working environment. Through challenging existing stereotypes and helping foster a culture of respect, gender equality helps women access the benefits that empower them to contribute fully to the success of the organization as well as their own career advancement.

**Organizational Culture:** The organization culture mediates the relationship between leadership communication styles and organization productivity. It also drives how employees interpret and respond to leadership messaging, informing above-mentioned shared values, norms, and organizational practices. Effective Leadership Communication is Reinforced by a Strong, Positive Organizational Culture Employee behaviors are aligned with organizational goals and productivity is maximized when there is a positive organizational culture in place. Organizational culture directly influences the leaders' ability to fuel high performance and organizational success by providing an environment for collaboration, trust, and inclusivity to thrive.

## **1.7. Research Questions**

In the dynamic socio-cultural landscape of Kabul, Afghanistan, persistent gender disparities within organizational settings continue to impede women's empowerment and constrain organizational productivity. Addressing these challenges requires a nuanced understanding of how leadership communication styles influence women's empowerment and organizational outcomes within this specific context. To explore these complexities, this research poses the following questions:

**RQ. 1:** How do different leadership communication styles impact women's empowerment in organizations in Kabul, Afghanistan?

**RQ. 2:** What is the relationship between leadership communication styles and organizational productivity?

**RQ. 3:** How does gender equality influence women's empowerment in the context of leadership communication styles?

**RQ. 4:** What role does organizational culture play in moderating the relationship between leadership communication styles, women's empowerment, and organizational productivity?

## **1.8. Objectives of Study**

Gender gaps continue to exist in workplaces in Kabul, Afghanistan, hindering the empowerment of women and the productivity of organizations. Despite attempts to advance gender parity, there are still questions about how different leadership communication styles impact women's empowerment and organizational results in this setting. Moreover, current research frequently neglects the socio-aspects of Kabul and depends on narrow research methods. This study seeks to fill these gaps by aiming to accomplish the following objectives:

**Objective No. 1:** To analyze the impact of leadership communication styles on women's empowerment in organizations in Kabul, Afghanistan.

**Objective No. 2:** To evaluate the relationship between leadership communication styles and organizational productivity in Kabul, Afghanistan.

**Objective No. 3:** To assess the influence of gender equality on the relationship between leadership communication styles and women's empowerment in Kabul, Afghanistan.

**Objective No. 4:** To determine how organizational culture moderates the relationship between leadership communication styles, women's empowerment, and organizational productivity within organizations in Kabul, Afghanistan.

### **1.9. Significance of the study**

This research is very important as it explores leadership communication styles, gender dynamics, and organizational results within the socio-cultural environment of Kabul, Afghanistan. To begin with, by concentrating on Kabul, this study tackles the challenges that women encounter in settings in this area. The socio-cultural context of Afghanistan poses obstacles (Tohidi & Jabbari, Organizational culture and leadership, 2011). Recognizing the impact of leadership communication on empowering women is essential to tackling gender gaps and promoting inclusive workplaces (UN Women, Empowering Women. Policies and Practices for Gender Equality, 2020). The outcomes of this research are expected to offer insights for leaders, policymakers, and professionals in Kabul who aim to advance gender equality and improve performance. By pinpointing communication strategies for leadership, the study can guide the creation of interventions tailored to the local setting (Nikpour & Kazemi, 2022). From a perspective, this research adds to the conversation by advancing our comprehension of the intricate dynamics involved in promoting gender equality within Kabul's organizational frameworks. By underscoring the significance of leadership communication in empowering women, this study may encourage women to stand up for their rights and pursue leadership positions. Ultimately, this research contributes to economic progress in Kabul, Afghanistan, by championing gender equality and enhancing organizational efficiency.

In short, this study is important because it provides relevant insights into the context, offers useful implications for stakeholders in organizations, adds to academic discussions, supports women's empowerment, and contributes to the overall social and economic progress in Kabul, Afghanistan.

### **1.10. Structure of the thesis**

Now, the current study is composed of Five chapters, described here briefly as

**Chapter One** provided a general introduction to this study. In this chapter, we begin the introduction to set the base for our exploration. We explore the contextual and historical background of the study, illustrate the variable of the study, the gap in the previous research,

the problem statement, and the identification of the problems. We introduce study significance, research questions, and study objectives.

**Chapter Two** presents a comprehensive mix of previous studies, which have been conducted on the variables included in the present study i.e. leaders' communication styles, the moderating role of gender equality, women's empowerment, organization's productivity, and mediating influence of organizational culture in the milieu of Kabul, Afghanistan. This comprehensive analysis leads to the identification of causal effects and hypotheses as well as the formulation of the theoretical and conceptual framework envisioned within this research. In any research, a conceptual framework depicts the relation between different variables and the effect of independent variables on the dependent variable.

**Chapter Three** this chapter also offers an explanation of the approach used for the data collection procedure, data collection instrument and research design summarizes the sample demographics, methodologies used are for data screening and measurement of models, types of investigation, ethical considerations, the extent of researcher inference, how we collected and analyzed the data.

**Chapter Four** provides a summary of the demographics of the sample, models used for data screening and measurement, and other details. Furthermore, this chapter provides model fit, measurement model, correlation analysis, and regression in summary.

**Chapter Five** includes findings and conclusions along with relevant recommendations. Additionally, this chapter details both the academic and practical implications of the findings. This chapter also narrates the limitations of the present study and future course of action for the researcher.

# **CHAPTER NO 2**

## **LITERATURE REVIEW**

The literature review of Examining the Impact of Leadership Communication Styles on Women's Empowerment and Organizational Productivity in Kabul, Afghanistan: The Role of Gender Equality and the Influence of Organizational Culture. In this study, we explore the intricate relationship between leadership communication styles, women's empowerment, and organizational productivity within the unique context of Kabul, Afghanistan. Specifically, we investigate how different leadership communication styles employed by organizational leaders impact the empowerment of women in the workplace and subsequently influence organizational productivity. Moreover, we delve into the mediating role of gender equality and the moderating influence of organizational culture in shaping these relationships.

According to the theoretical framework of the study, there is a mediating variable, which is the Role of Gender Equality, while one moderating variable is the Influence of Gender Equality. The two variables, Women Empowerment and Organizational Productivity, have a direct relationship, while Leadership Communication Styles is the dependent variable of the study. The mediating role of Organizational Culture in the relationship of Women Empowerment and Organizational Productivity will be analyzed. The moderating influence of organizational culture will also be explored about women's empowerment and organizational productivity. In light of the literature, the operational definition of each variable will be described in the next sections.

### **2.1.Leadership Communication styles**

Leadership communication styles are the various means and methods used by leaders to deliver messages, express visions, and interact with their teams and stakeholders in an organization (Kotter, 2018). These styles include several strategies at organizations, including Assertiveness, Clarity, Supportiveness, Trust, and Verbal aggressiveness (Reinout, Angelique, & Wyneke, 2020).

Good leadership communication is essential to collaboration with employees, alignment with organizational goals, and team performance. Depending on the circumstances and goals, leaders can choose from different communication styles, which in turn have a significant impact on employee morale, productivity, and job satisfaction (Sampe, Kusnady, & Supendi, 2023). Authoritative & democratic are two types of communication (Gavin, 2018).

Authoritarian communication means giving clear commands, while democratic communication promotes employee participation and decision making. Coaching communication encourages individual growth, while the focus of the affiliative communication is in strengthening relationships and creating trust within the team (Bawar, 2020).

**Leadership Communication Styles** Each of these styles may be utilized in an organizational setting; in team meetings, one-on-one meetings, formal presentations, etc. The importance of communication is mainly focused during change, crisis, or uncertainty where effective communication helps to ease fear, builds resilience, and strengthens worker solidarity with the company (Amabile & Khair, 2004). These styles include Assertiveness, Clarity, Supportiveness, Trust, and Verbal aggressiveness at organizations.

### **2.1.1. Assertiveness**

Assertiveness in leadership communication involves confidently expressing ideas, expectations, and boundaries while maintaining respect for others' perspectives. In the framework of Social Exchange Theory (SET), assertive communication creates clear guidelines for reciprocal exchanges between leaders and employees, reducing ambiguity and fostering trust (House, 2016). Assertive leaders effectively empower women by facilitating open dialogue and encouraging active participation in decision-making processes. Women in assertive work environments feel more valued and confident, which enhances their sense of empowerment (Singh, 2021). This empowerment not only benefits individuals but also strengthens organizational performance.

Assertive communication also minimizes workplace conflict by addressing issues directly and constructively. It prevents misunderstandings, ensures alignment between individual and organizational goals, and promotes accountability (Kotter, 2018). Assertiveness is particularly effective in diverse workplaces where clear communication is crucial to managing differing perspectives. In Kabul's unique socio-cultural context, where women's participation may face cultural or institutional barriers, assertiveness can help bridge gaps by promoting inclusivity and respect (Bukhari, 2023). Assertive leadership fosters an environment where employees, regardless of gender, feel empowered to contribute to organizational objectives. Through these reciprocal exchanges, assertiveness enhances organizational productivity and establishes a foundation for long-term growth.

### **2.1.2. Clarity**

Clarity The ability of a leader to deliver information, goals, and expectations clearly and understandably is clarity in leadership communication. According to Social Exchange Theory (SET), effective communication reinforces trust in dyadic leader-employee relationships and decreases uncertainty (Rafferty & Griffin, 2022). When leaders make clarity a priority, employees have a better sense of their jobs, responsibilities, and how they connect with the larger organization. Clarity is especially important for women in the workplace, as it guarantees access to information on equal terms, promoting transparency in decision-making processes (House, 2016).

Clear communication reduces the likelihood of miscommunication, which can lead to conflict, inefficiency, and employee discontent. Clear communication plays a big role in organizational settings by streamlining productivity as it ensures the employees are on the same page with strategic goals and need to work to meet the common understanding of success. In addition, transparency enables women to deal with issues of bias, and exclusion, because with transparent communication, fairness and inclusivity are apparent. Some of the women's impressions of women empowerment have been in Kabul where it is challenging for both genders who are facing issues like working in a clear environment in which to build trust to make sure that equal opportunities are emphasized in the workplace and it is not only a woman that they need or they wish (Bahaudin & Kaifi, 2011). When leaders and their teams take the time to communicate clearly to each other, however, it increases both individual and team performance, as well as creates an environment that fosters accountability and excellence.

### **2.1.3. Supportiveness**

Supportiveness are supportive in your leadership communication you do more than empathize, you encourage, you inspire, you show that you care about your employees and they are respected and valued (Benmira & Agboola, Evolution of leadership theory, 2021). Supportive leadership increases relational equity according to Social Exchange Theory (SET), which contends that favorable interactions with leaders foster trust and loyalty (Amabile & Khaire, 2004). Leaders who use a supportive communication style create psychological safety for employees to share ideas, take risks and develop professionally (Collins, 2001). Which is especially important as women might encounter extra challenges in making their voice heard or climbing the corporate hierarchy (Kotter, 2018).

Supportive interaction has a direct effect on organizational productivity by increasing morale, reducing stress, and enabling cooperation. Staff who feel that their leaders are providing means of support tend to show greater degrees of commitment, engagement, and job satisfaction (Eagly & Johannesen-Schmidt, 2023). In the context of Kabul, where socio-cultural dynamics may hinder women's participation, these supportive leaders become key enablers for encouraging women, like myself, to take on leadership roles and have visibility in our organizational success. Supportive leaders who cultivate empathy and encouragement not only empower women but create unified, strong teams that drive corporate performance over time (Luo, Song, Gebert, Zhang, & Feng, 2016).

#### **2.1.4. Trust**

Trust is the foundation of good communication for a leader. An important element of being a good leader is sincerity, trust, and transparency in communication which are critical for developing durable leader-member relationships. According to Social Exchange Theory (SET), trust is built through ongoing and equitable exchanges between leaders and employees, leading to loyalty and commitment over time (Amabile & Khaire, 2004). Strong female leaders often exemplify clear, authentic, honest communication, creating a sense of safety and respect that can often lead to empowerment in the workplace for women (Ali, 2015).

Employees who work in an environment based on trust tend to be more engaged, innovative, and collaborative (Ali, 2015). In locations such as Kabul, the need for gender equality and inclusion makes trust-based communication even more effective. When women have a trustworthy leadership style in their leaders, they can move beyond skepticism or hesitation and start giving their best. Furthermore, trust empowers organizational productivity through instilling a culture of collaboration and shared objective, minimizing conflicts and boosting decision-making process (Mariaceline, 2023). Trust-based communication paves the way for leaders to build lasting structures of empowerment and company success.

#### **2.1.5. Verbal Aggressiveness**

Verbal aggressiveness in leadership communication is characterized by hostile, confrontational, or demeaning behavior. Such a communication style undermines positive exchanges and creates a toxic workplace environment. According to Social Exchange Theory (SET), aggressive communication disrupts the balance of reciprocal exchanges, leading to mistrust, demotivation, and reduced commitment (Rafferty & Griffin, 2022). For women, verbal aggressiveness is particularly damaging, as it exacerbates feelings of exclusion and

vulnerability, hindering their empowerment and participation in organizational activities (Ali, 2015).

In organizations, aggressive communication often results in lower productivity, as employees become disengaged, stressed, and less willing to collaborate. It fosters a culture of fear rather than innovation and inclusion (Gavin, 2018). In Kabul, where women's empowerment requires supportive and inclusive environments, verbal aggressiveness can be especially detrimental to progress. Leaders must consciously avoid this style and instead foster positive, empowering communication to ensure all employees feel respected and valued (Kotter, 2018). Replacing verbal aggressiveness with constructive feedback and encouragement can significantly enhance both individual and organizational outcomes.

## **2.2. Women Empowerment**

Women empowerment is all about increasing the sense of self-worth, the rights of women, women equality, and functions of women in the workplace and society (Polona , Šebjan, & Širec, 2017). It is about building an enabling environment that promotes the rights of women for equal opportunities and access to resources, allowing them to achieve their full potential (Cheung & Halpern, 2011).

According to (UN Women, Progress of the World's Women 2019-2020, 2020), the empowerment of women promotes gender equality, drives economic growth, and fosters social justice and inclusivity. It fosters inclusion, empowers individuals, strengthens teams, drives results, and builds a diverse and adaptable workforce all the essential for the success of businesses. Such policies may be to address gender-based discrimination, encourage inclusive leadership and provide opportunities for skill development and career advancement in organizations to create a supportive ecosystem for women (Noor & Belayet , 2018). Women are not to be treated as an afterthought by management; efforts to empower their womenfolk should be initiated and repeated time and again, be integrated into various aspects of organizational practices, ranging from hiring, to training, mentorship, and leadership development, among others. Especially amid organizational change or transformation (Ali, 2015), these efforts are critical, an argument bolstered by the notion that diversity is a catalyst for innovation and adaptability. Management must not look at women as an afterthought, but they should make their overall empowerment a common and continued part of the organization strategy. Supporting and uplifting women in a male-dominated environment should be an active pursuit, not just an honorary, umbrella effort (Afshar & Rahimi, 2019). This includes equitable hiring and scheduling practices, formalized training, structured, formal mentorship,

and targeted leadership development. Rendering empowerment and leave are just two pillars at the base of a healthy organization where women can allow upwards, building moral often leads down non participation, whilst it is leadership that allows for this.

This study will describe: improved Self-Confidence, Increased Career Advancement, and more Involvement in Decision Making.

### **2.2.1. Increase in Self-Confidence**

Self-confidence is one of the pillars of women's empowerment in the workplace. It gives woman a sense of ownership over their role and allows them to own their ideas and participate proactively in matters of their profession (Nijat & Murtazashvili, Women's Leadership Roles in Afghanistan, 2015). The manner leaders communicate, especially via assertiveness, supportiveness, and trust, is essential for nurturing self-confidence among women. According to Social Exchange Theory (SET), positive exchanges between leader and employee, such as constructive feedback and recognition or praise, contribute to an employee's sense of self-worth and capability (HAMDARD & FIROZI, 2024).

In such an environment, supportive messaging can provide the encouragement required for women to take professional risks, speak their minds, or pursue the fight against various hardships they face on a day-to-day basis as in operating in Kabul, which has its own cultural or institutional hurdles (Afshar & Rahimi, 2019). When communication is clear, women know what is required of them and where the expectations lie, and it adds to their confidence to excel. On the other end of the spectrum, verbal aggressiveness or vague communication can zap confidence and leave employees reluctant and disconnected. And when women feel they can lead, they are more likely to do so, and make a strong contribution to achieving organizational goals, leading to individual and collective success (Madsen, Andrade, & et al., 2018).

### **2.2.2 Enhanced Career Progression**

Career Advancement: Empowerment is a key contributor to career advancement, as it equips women with the skills and opportunities to excel in their chosen fields (Hashmi, The Impact of Women Leaders Upon, 2010). Leadership communication styles rooted in clarity as well as supportiveness are key to advancing women's careers (House, 2016). Leaders should clarify to employees that their development and professional success matter for them; from the perspective of Social Exchange Theory (SET), employees are more likely to engagement

and strong work results when leaders invest time into mentorship, encouragement and constructive feedback (Kotter, 2018).

By integrating clarity in their leadership communication, women can be certain about career pathways, expectations, and advancement opportunities. Supportive leaders help build a group culture that is growth-minded, in which women can practice new skills, negotiate for larger roles, and move beyond traditional workplace barriers (Amabile & Khaire, 2004). Second, such trust-based leadership is important for women to know where they stand in terms of reward for their contribution. In the context of Kabul, where the cultural boundaries restrict women's professional development, an empowering leadership communication can help shatter the chains, where women are free to realize their potential (Ali, 2015).

### **2.2.3 Greater Participation in Decision Making**

An important measure of empowerment is the extent to which women participate in decision-making. Leadership communications that embody trust, clarity, and supportiveness can help establish an inclusive environment that enables women to feel supported in providing input in vital organizational decisions (Afshar & Rahimi, 2019). Social Exchange Theory (SET) stresses that leaders who involve employees in significant exchanges create relationships built on mutual respect and trust (Hashmi, The Impact of Women Leaders Upon, 2010)

An enabling environment through constructive communication will make them feel that their thoughts are being considered, thus encouraging them to participate in making decisions. Ensuring clarity when communicating with team members can help remove any ambiguity, instilling confidence in women feeling able to offer perspectives and suggestions. Trust-based leadership promotes transparency, allowing women to speak without the fear of negative judgment or retaliation (Ahmadzai, Arifi, Amani, Lalzai, & others, 2024). Given Kabul's socio-cultural context in which women's voices is often marginalized, such leadership practices can play a critical role in empowering women in decision-making, leading to fairer and more effective organizational results.

*H<sub>1</sub>: Leadership communication styles LCS will have a positive relationship with women's empowerment WE within organizations in Kabul, Afghanistan.*

## **2.3. Organization Productivity**

Organizational productivity refers to the efficiency and effectiveness with which an organization utilizes its resources to achieve its objectives and deliver value to its stakeholders

(Suoniemi, The impact of firm-level and project-level it capabilities on CRM system quality and organizational productivity., 2021). It involves optimizing processes, leveraging technology, and fostering a culture of continuous improvement and innovation.

Organizational productivity is essential for businesses to stay competitive, grow, and increase shareholder value (Ibadullaeva & Jackson, 2024). The survival and sustainability of organizations depends on their ability to remain productive and evolve with time. Through this, organizations need to focus on delivering client expectations, capturing opportunities around them, and adapting to changing market demands. Streamlining processes, removing inefficiencies, and investing in the latest technology and automation is one of the best ways to ensure it. Such steps not only maximize operational efficiency, but also help organizations remain competitive in the key run (Eagly & Carli, 2007). Just as critical is empowering employees to achieve productivity. Organizations that empower employees to act as owners for their work, together with giving them the tools, resources, and support they need, can give it their fullest potential (Luo, Song, Gebert, Zhang, & Feng, 2016). This increase in productivity is often the result of an integrated work environment in which employees work closely together and learn from one another, fostering good relationships that allow for innovative solutions, thereby improving output. An organization where employees are engaged and empowered become more resilient and well-positioned to achieve their goals.

Productivity improvement is not a single-shot; it is a continuous tactical approach, aligned with the organization's larger goals and strategies. It is essential for regular monitoring and evaluation to identify bottlenecks, inefficiencies, and areas for improvement (Nasiri, 2021). However, by identifying and tackling these challenges head-on, organizations can streamline workflows, reduce redundancies, and maximize the benefits of cutting-edge technologies (Omkar Dastane, 2020). In addition, empowering an atmosphere of lifelong learning and transparency helps keep staff engaged and motivated. This also drives innovation, as sharing knowledge and encouraging collaboration between teams allows the organization to remain competitive. In the end, voicing annuity widens productivity not only through freedom but also up gradation strength. Organizations to stay agile and responsive to market demands (Bhatti & Qureshi, 2007). Enhanced Team Collaboration, Increased Employee Engagement, and Higher Quality of Work Output will be discussed in this study.

### **2.3.1. Enhanced Team Collaboration**

Team collaboration is directly correlated to organizational productivity. Leadership communication styles that prioritize clarity, supportiveness, and trust naturally instill

collaboration between team members (Sampean, Anisti, Syatir, Sidharta, & Liliyana, 2023). Communicating with clarity avoids ambiguity and ensures all employees understand their work and how they impact the team's goals. Social Exchange Theory (SET) suggests that these supportive leaders create environments of reciprocal relationships in which friendship and cooperation will foster trust so teams can act in unity (EZE, 2023).

When leaders promote open dialogue and welcome different perspectives, employees are more likely to work together, exchange ideas, and navigate disagreements successfully (Armansyah, Danker, Herman, Saputro, & Sihombing, The Impact of Communication and Leadership Style on Employee Performance at United Mahato Cooperative, 2023). Letting the entire team engage in the process empowers women in particular, and both men's and women's contributions add depth to team dynamics. The ability to work together better means working more effectively and being more productive; tasks are completed more thoroughly, and new ideas are likely to come about. In a city like Kabul, where cultural and organizational factors work against team processes, leadership communication with an emphasis on trust and inclusion can result in making teamwork a considerable production enhancer (Özütler & Shaghasy, 2022).

### **2.3.2. Increased Employee Engagement**

Employee engagement in order for organizations to increase productivity, they must focus on employee engagement, which is largely affected by leadership communication styles. [Leaders who communicate with clarity give employees a working knowledge of the end game and where they fit within it (Abdul Basit , Sebastian , & Hassan, 2017). These forms of supportive communication including recognition and encouragement provide added impetus for employees to exceed their basic duties and engage in what is called proactive citizenship behind organizational lines (HAMDARD & FIROZI, 2024).

The Communication-based On the Trust improves the connection as it makes a safe ecosystem in which the workers can feel respected and styed. As per Social Exchange Theory (SET), engaged employees invest more effort in their work in return for all the positive exchanges with leaders (Noorzad, 2024). In the workplace, inclusive and empowering communication styles can respond to systemic challenges and enhance women's engagement. In the case of Kabul's organizational setting, it becomes imperative to overcome cultural and structural barriers by effective communication-driven employee engagement, which will result in sustainable gain in productivity.

### **2.3.3. Higher Quality of Work Output**

The direct effect of individual productivity is reflected by work output. Leaders who communicate with clarity and support way also provide employees with a clear understanding of the expectations placed on them as well the resources to help them excel (EZE, 2023). As stated in Social Exchange Theory (SET), supportive communication increases trust, and therefore employees' intrinsic motivation, which leads to higher quality work (EZE, 2023) .

When leaders communicate well, employees have confidence in their abilities, and feel encouraged to ask questions to develop their expertise. In addition, communication steeped in support and trust leads to shared accountability and will encourage staff to meet or exceed organizational expectations. On the other end, communication styles that are unclear or aggressive can create errors, disengagement, and a loss of productivity (Abdul Basit , Sebastian , & Hassan, 2017). A leadership communication strategy in Afghanistan: On ground in Kabul, it is important to get pedestrian output from high risk men of quality through well-directed Communication.

*H<sub>2</sub>: Leadership communication styles LCS have a significant effect on organizational productivity OP.*

## **2.4. Mediating Influence of Organizational Culture**

Organizational culture influences leadership communication styles, gender equality outlook, women empowerment, and productivity. Its direct impact on the way employees view and implement gender equality initiatives ultimately drives the success or failure of these initiatives (Alavi & et al., 2019). The prevailing organizational culture also influences organizational leadership communication styles, which shape the foundations of women empowerment as well as productivity. For example, if the culture is transparent, collaborative, and respectful, an open, inclusive, and empowering communication style is most likely to be promoted. In opposition, an exhibitionistic or authoritarian setting can suppress this kind of communication and restrict the availability of options for making an impact by women (Driskill, 2018).

And also because how organizations approach gender equality informs their organizational culture. When diversity and inclusion initiatives are supplemented by a culture that makes gender and inclusion a priority, this multiplies the impact of these initiatives and creates an environment in which all employees feel valued and supported. Conversely, an

organization with an ingrained culture of traditional gender stereotypes is less likely to support such initiatives, leading to obstacles against women's empowerment and organizational productivity (AYOUBI & AYOUBI, 2023). Simply put, at the heart of their effort lies the organizational culture, which involves the styles of leadership and initiatives that inspire lasting change throughout the organization. Culture which fosters fairness, partnership, and mutual respect can empower the climate to practice the art of far-reaching communication in leadership. Such a culture promotes transparency, diversity, and shared values that are the key drivers in escalating women's empowerment as well as organizational productivity. Leadership styles that correspond with these values lead to employee engagement, with positive responses characterizing positive wholes, thus leading to success (Robinson, 2015). This study further elucidates that organizational culture mediates the relationship between the leadership communication styles, women's empowerment and the organizational productivity. Organizational culture shapes the effectiveness of the way leaders communicate and the perception of employees, ultimately affecting the success of gender equality initiatives and the leaders implementing them in creating a conducive and fair workplace (Afshar & Rahimi, 2019). This cycle of engagement is so essential for organizations to thrive in the present while having the building blocks to thrive in the future.

A supportive and inclusive culture strengthens the pathways to empowerment and productivity, benefiting all employees (Ruohan Wu & Xueyu Cheng, 2016). This part will discuss values, beliefs, norms, practices, and innovation.

#### **2.4.1 Values and Beliefs**

The values and beliefs that people in an organization share also called its culture influence how employees connect (or not) and make decisions. Leadership communication that is congruent with values and beliefs around inclusivity creates a culture based on mutual respect and collaboration (Alavi & et al., 2019). Leaders serve as models and affirmers of positive organizational values creating trust and commitment in employees and resulting in improved performance according to Social Exchange Theory (SET) (Schein E. , 2020).

Values like gender equality, transparency, and empowerment help make sure that all employees, especially the women working in your company, feel valued and motivated (Griffin & Van Fleet, 2006). This will help transcend the cultural gap in Kabul and create an inclusive work environment. When leaders articulate and uphold these values, they become part of the organization's daily operations as people collaborate towards a common goal while reinforcing a sense of belonging (AYOUBI & AYOUBI, 2023).

### 2.4.2. Norms and Practices

Norms and practices are the visible manifestations of an organization's culture that dictate how things get done and how employees connect and their work (Gerald, 2018). Effective leadership communication is essential to cultivating and sustaining these norms. Hypothetically, empathetic and direct messaging reinforces habits like inclusive decision-making, flexible working policies, and open performance reviews.

Per Social Exchange Theory (SET), when employees feel leaders behave fairly and reciprocally, they are more prone to uptake positive norms (Jackson, 2020). Creating norms that value cooperation and respect means that everyone, and women, too, can perform well. In Kabul, it is important to note that in explaining, progressive practices through effective communication can break traditional norms and lead to greater inclusion in the workplace, harnessing methods of effective communication to make for a more harmonious and productive work environment (Van Fleet & Griffin, 2006).

### 2.4.3. Innovation

A culture is needed that supports and develops creative thinking, freeing new ideas to emerge, which is critical for the success of organizations, and bigger ones (Gerald, 2018). Leadership communication is trust-building, clear, and supportive; these principles cultivate an environment free from fear and discouragement that enables employees to voice ideas and engage in risk-taking (Jackson, 2020). Leaders can build this trust by exchanging support with their employees, who according to Social Exchange Theory (SET) will contribute creative ideas and solutions (Schein E. , 2020).

An innovation-fostering culture is a culture that respects diverse perspectives, including those of women whose different experiences can lead to new ways of finding solutions to problems and approaching creativity (AYOUBI & AYOUBI, 2023). Supporting women in innovation makes organizations more inclusive and broadens the spectrum of what they are capable of. In Kabul, where cultural constraints can dull creativity, leaders need to be vocal about the value of innovation and create opportunities for employees to work together and tinker (Jackson, 2020). Adaptability and sustainable growth are facilitated by a culture built on innovation.

*H<sub>3</sub>: Organizational culture OC mediates the relationship between leadership communication styles LCS on women's empowerment WE, organizational productivity OP.*

## **2.5. Moderating Role of Gender Equality**

Gender diversity and gender equality, as a buffer, will significantly moderate the association of leadership communication types and women empowerment and organizational productivity. This type of dialogue helps to cultivate a workplace culture in which women can thrive since it offers equitable access to career opportunities, guidance, and support, as well as acknowledgment of successes. This sense of empowerment gives women respect and self-esteem which pushes them to put forth their best in everything they do, whether in work or life (Özütler & Shaghasy, 2022).

Organizational gender equality initiatives lay the groundwork for an environment in which women feel valued and supported. These initiatives to empower women also have a significant impact on fostering productivity in the organization. For example, (Hayward & Karim, 2019) showed that the effect of leadership communication styles on productivity is influenced by gender equality. There is a strong correlation between task-oriented gender equality and employee engagement, cooperation between the division of labor, and teamwork creativity, each of which plays a significant role in inter-organizational productivity (Albert Pol, 2020). In a work environment like this, leadership communication styles that focus on transparency, inclusivity, and respect contribute to overall productivity because they empower employees and create a sense of collective purpose.

Additionally, gender equality acts as a mediator between leadership communication and business outcomes. When leadership leads by example and actively promotes a gender-diverse dichotomy within the workplace, it directly and indirectly increases organizational productivity, as a workplace to be more engaged and fulfilled in their variety of work. According to (Kotter, 2018), leadership communication characteristics that support gender equality create an indirect process that strengthens the worker, which extends their tendency to enhance individual and organizational performance (Erkutlu & Chafra, 2015). So essentially, with gender equality being the foundation of leadership communication, it leads the way to empower women and increase the organization's productivity, both of which should lie at the heart of any successful and progressive organization. This study provides a mechanism of women empowerment, which influences organizational culture and organizational productivity by considering the moderating role of gender equality in Kabul, Afghanistan. This section will discuss Equal Opportunities, Pay Equity, and Supportive Environment.

### **2.5.1. Equal Opportunities**

Workplace equality is crucial to gender equality and improving productivity. When leadership communication is clear and fair, it ensures that men and women alike are granted training, promotions, and leadership opportunities (Özütler & Shaghasy, 2022). According to Social Exchange Theory (SET), employees respond with higher loyalty, motivation, and productivity as leaders create an equitable opportunities (Kaifi, Mujtaba, & others, 2010).

When women are provided with equal opportunities, they are able to contribute fully, enriching the organization with diverse perspectives and skills. This inclusiveness drives innovation, cooperation, and problem-solving — all of which are vital to organizational success (Hazrati, et al., 2024). In the specific socio-cultural landscape of Kabul, women often encounter systemic barriers; therefore, a leadership communication strategy that supports equitable opportunities can help close gender gaps and stimulate sustainable growth (EZE, 2023). Advancement based on merit is also important to creating a culture of excellence and to get the best out of all employees.

### **2.5.2. Pay Equity**

Pay equity is a fundamental component of gender equality and a key contributor to employee satisfaction and productivity within organizations. Transparent and trust-oriented leadership communication guarantees pay structures are equitable and merit-based. The Social Exchange Theory supports that fair compensation reinforces the psychological contract between employees and employers (Nasiri, 2021) in turn strengthens motivation and decreases turnover.

Recognizing women's contributions with appropriate remuneration creates a sense of self-worth within the organization, which leads them to perform to their potential (Polona , Šebjan, & Širec, 2017). Additionally, pay equity fosters a better workplace environment and culture by creating a sense of fairness among employees in their dealings with one another, thus promoting inclusion and collaboration (Mariaceline, 2023). Effective leadership communication can challenge these norms and establish a more equitable work environment. Institutions enabling pay equity show higher levels of employee engagement, creating better workplace productivity by attracting and retaining premier talent.

### **2.5.3. Supportive Environment**

Having a supportive environment is crucial when it comes to promoting gender equality and increasing productivity in your organization. Leaders who demonstrate empathy and

support create an inclusive workplace that values and respects women (HAMDARD & FIROZI, 2024). The Social Exchange Theory (SET) posits that when employees feel that their working environment is supportive, they will be more reciprocate in working harder and more committed in their job (Ruohan Wu & Xueyu Cheng, 2016).

Women endure hardship, but constructive feedback, mentoring, and recognition through supportive communications enable them to work and succeed in workplaces (Nikpour & Kazemi, 2022). In the context of Kabul where cultural barriers may inhibit the participation of women providing a supportive environment is essential to combat inequality and realize the potential of women (Ali, 2015). This leads women to take on leadership roles, make decisions, and contribute to organizational goals. A safe environment produces team building, creativity, and the eventual success of the organization.

***H<sub>4</sub>:** Gender equality GE positively moderates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP.*

## **2.6.Relationships of Variables**

### **2.6.1. Leadership Communication Styles and Gender Equality**

When compared to how closely you need to manage subordinates, the communication styles of leadership influence how effectively you can promote gender equality. Inclusive communication like listening to diverse perspectives and promoting equitable opportunities can cultivate a culture of gender equality (Nikpour & Kazemi, 2022).

### **2.6.2. Leadership Communication Styles and Women Empowerment**

Effective leadership communication styles can enhance women's sense of autonomy, confidence, and decision-making capabilities, thereby contributing to their empowerment (Singh, 2021).

### **2.6.3. Leadership Communication Styles and Organization Productivity**

Effective Communication is an essential part of relationship building and is vital for productivity in organizations as it makes employees clear about their goals and aligns and motivates them towards their goals which in turn increases overall effectiveness by better teamwork and performance of tasks (Mariaceline, 2023).

#### **2.6.4 Leadership Communication Style and Organization Culture**

Leader's style of communication has certain effects on the organization's outcome, reason being that the leader's style of communication has direct impact on the organizational culture (Schein E., 2020). To communicate effectively within an organization, leaders must show an equilibrium of assertiveness, empathy, and clarity (Sindakis, Kitsios, & Kamariotou, 2024). They should effectively convey their values, goals and expectations to employees clearly and concisely.

### **2.7. Causal Effect**

The research field mainly attempts to estimate the causal effect, i.e. the direct effect of one variable on another. The study specifically aims to explore the causal impact of different patterns of leadership communication on the empowerment of women and organizational productivity. It also investigates the moderating role of gender equality and the mediating effect of the organizational culture in this relationship.

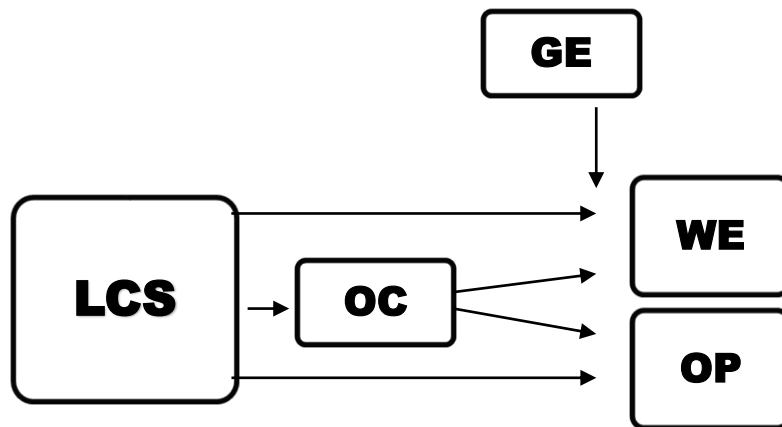
The theoretical framework, which explains the researcher's perspective on the design and study of the study's problem by correlating various variables with references to theory or literature, serves as the research's guiding principle (Sherick, Davis, & Imenda, 2019).

### **2.8. Theoretical Framework**

Effective leadership communication styles are essential for promoting healthy organizational dynamics and achieving desired outcomes (Armansyah, Danker, Herman, Saputro, & Sihombing, The Impact of Communication and Leadership Style on Employee Performance at United Mahato Cooperative, 2023). These styles encompass a range of approaches that leaders use to convey messages and interact with their teams. Gender equality plays a crucial role in building a positive organizational culture, where discrimination based on gender is never acceptable, and all employees have equal opportunities (Ruohan Wu & Xueyu Cheng, 2016). Gender equality shapes the practices, employee experiences, and overall effectiveness of an organization. Women's empowerment refers to women gaining control over their lives and achieving equal rights and opportunities in various spheres, including the workplace. Empowered women contribute to organizational success through increased engagement and productivity (Nijat & Murtazashvili, Women's Leadership Roles, 2015). Organizational productivity measures how efficiently an organization utilizes its resources to achieve its objectives, which is influenced by effective leadership, employee motivation, and organizational culture. Organizational culture comprises shared values, beliefs, norms, and

practices that shape behavior and attitudes. It affects leadership communication styles and gender equality initiatives, influencing their impact on the organization (Gerald, 2018).

The theoretical framework for this research study provides a comprehensive understanding of the interplay between leadership communication styles, gender equality, women's empowerment, organizational culture, and organizational productivity within the context of Kabul, Afghanistan. The relationships between the mentioned variables are grouped in a schematic diagram known as a theoretical framework for the description of the process above, as shown in Figure 1.



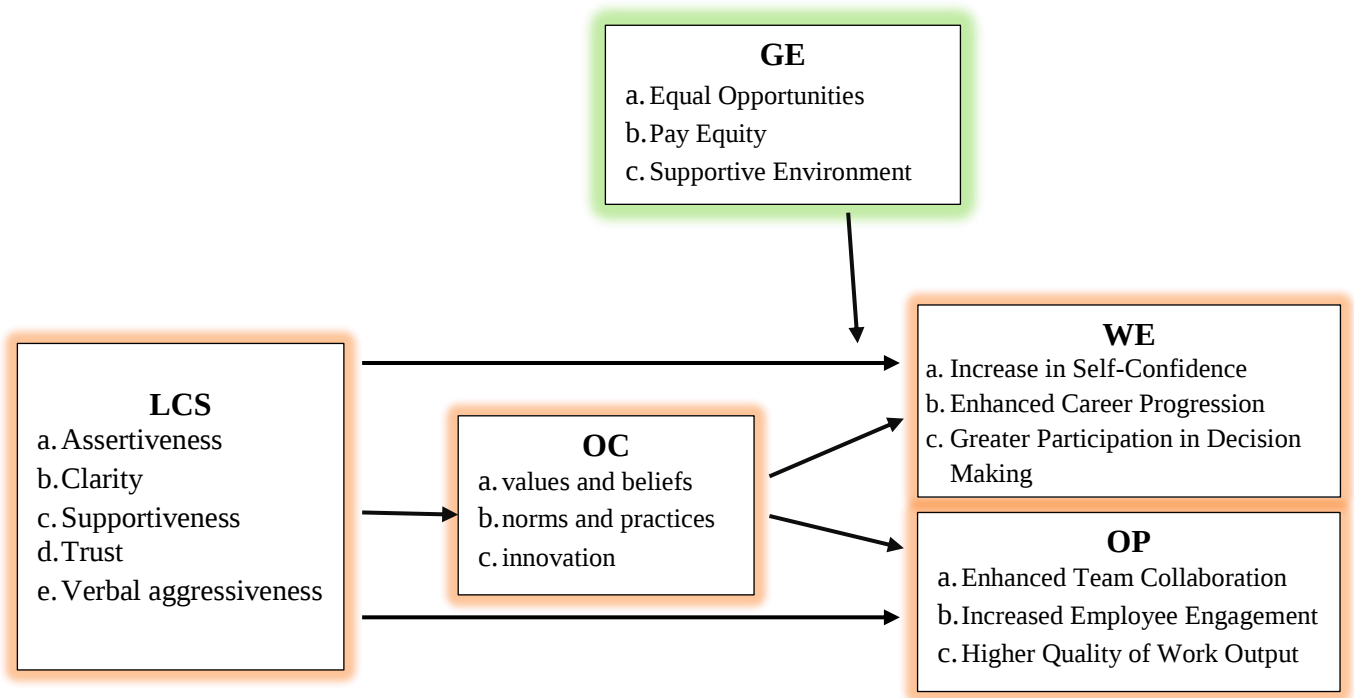
*Figure 1: Theoretical Framework of the Study*

## 2.9. Conceptual Framework

The study variables of this research study and The conceptual framework for this clinical study specify the dimensions of study variables. In this case, Assertiveness, Clarity, Supportiveness, Trust, and Verbal aggressiveness, five pillars of leadership communication styles LCS, is employed as the Independent variable. The mediating variable for the organizational culture OC consists of the three elements of values and beliefs, norms and practices, and innovation. The moderating variable gender equality GE in the study consists of three dimensions: Equal Opportunities, Pay Equity, and Inclusive and supportive environment.

The study further separates the dependent variable (women empowerment WE) into the three characteristics of an Increase in Self-Confidence, Enhanced Career Progression, and Greater Participation in Decision Making. Also, this paper is studying not only the behavioral intention among individuals who have been shown as a dependent variable but also the organizational productivity (OP) as second dependent variable further divided into its three

characteristics enhanced team collaboration, increased employee engagement, and better quality of work-output. Hence, a conceptual framework model has been illustrated in Figure 2.



*Figure 2: Conceptual Framework of the Study*

## 2.10. Hypothesis

The following hypotheses were examined in the dissertation.

**H<sub>1</sub>:** Leadership communication styles LCS will have a positive relationship with women's empowerment WE within organizations in Kabul, Afghanistan.

**H<sub>2</sub>:** Leadership communication styles LCS have a direct effect on organizational productivity OP within organizations in Kabul, Afghanistan.

**H<sub>3</sub>:** Organizational culture OC mediates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP.

**H<sub>4</sub>:** Gender equality GE positively moderates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP.

## **CHAPTER NO 3**

### **RESEARCH DESIGN AND METHODOLOGY**

A detailed research design has been established to examine the research questions and objectives mentioned in the earlier sections. This design offers a structured and systematic process for collecting, analyzing, and interpreting data that will lead to valuable conclusions about the effects of leadership communication styles on women's empowerment and group outcomes in Kabul, Afghanistan.

#### **3.1. Research design**

Research design gives an overall structure to the entire research process; it is a plan which shows how every element will work together to address the central research problem. It is about carefully planning how various components of the study will be integrated, such as elements of data collection, the approach to measurement and how analysis will be conducted (Bass, 2019). The research design provides a map of the study and aides to make sure the study is conducted in a systematic way with specific methods for collecting pertinent data and analyzing them. By guiding the logic underlying the research, frameworks ensure findings are both valid and reliable, while maintaining a structured and rigorous execution of objectives.

##### **3.1.1. Research Approach**

This research applies the quantitative research method to examine the association among leadership communication styles (LCS), women empowerment (WE), organizational productivity (OP), and its mediating role of organizational culture (OC) and the moderating role of gender equality (GE). It helps in providing an insight that is analytical and rigorous and is based on objective measurements of variables.

We use a cross-sectional survey design, with data obtained at one point in time from a heterogeneous sample of organizational leaders and employees across Kabul, Afghanistan. This method is appropriate for examining associations and testing hypotheses supported by the defined theoretical model. The study employs two structured questionnaires designed for different groups of respondents to help collect all relevant data. It is a leadership questionnaire designed specifically for leaders to gauge style of communication, culture, and productivity. The second survey is sent to associates (245 respondents), assessing women's empowerment, organizational productivity, and gender equality. This total of 245 questionnaires balance the

representation of leadership and employee perspectives and this data provides a comprehensive evaluation of the variables.

Integrating responses of the leaders and the employees, this method presented an overall perspective on how the conversational patterns of leadership have an impact on women empowerment and the efficiency of the organization. The results will enhance the theoretical bank as well as the practical implementations, especially in the socio-cultural and organizational context of Kabul, Afghanistan.

### **3.1.2. Study Setting**

The study focuses on organizations in Kabul, Afghanistan, reflecting on organizations from the public, private, and NGO sectors, where traditional cultural values challenge and mingle with modern organization practices. These sectors provide a distinctive setting to examine the ways in which leadership communication, organizational culture, and gender dynamics affect both the empowerment of women and overall productivity. Using a sample size of 245 questionnaires for both leaders and employees of the selected companies, it obtains diverse perspectives on key topics such as leadership communication styles, organizational culture, gender equality and their effect on organizational performance. The nominated organizations were selected due to their engagement in promoting the leadership behaviors known to impact gender inequality and productivity. Leaders play an important role in shaping the organization, so by studying these entities this research hopes provide valuable insights for developing leadership practices which will create an inclusive environment for empowered women and increase overall organizational effectiveness in a culturally rich environment like Kabul.

### **3.1.3. Unit of Analysis**

The unit of analysis for this study is individual employees and leaders within selected organizations in Kabul, Afghanistan. Leaders are analyzed based on their communication styles, perceptions of organizational culture, and their influence on productivity. Employees are examined for their experiences of women's empowerment, perceptions of gender equality, and productivity outcomes within their workplace. By focusing on both leaders and employees, the study captures a dual perspective that highlights the interplay between leadership practices and employee experiences. This approach allows for a comprehensive understanding of how leadership communication impacts women's empowerment and organizational productivity,

while also considering the mediating role of organizational culture and the moderating influence of gender equality.

#### **3.1.4. Time Horizons**

This study aims to collect data from employees of selected organizations in Kabul, Afghanistan, at specific intervals. The data will be gathered twice first (T1) from leaders or bosses of the organizations from Jun to July 2024 about leadership communication styles and then (T2) after some time from employees of the organizations from July to August 2024. To gain insights into women's empowerment, organizational productivity, gender equality, and organizational culture from the employees' perspective. The study will also investigate how leaders communicate within their teams and the impact of their communication on women's empowerment, gender equality, and organizational productivity. The selection of organizations will prioritize convenience in data collection to ensure continuity in the study.

#### **3.1.5. Types of Investigation**

Type of the study in this research has been selected as quantitative, for data collection and analysis. Relying upon quantitative data for this research has allowed the researcher to obtain large amounts of data in a quantifiable form which can be interpreted through assessment tools such as charts and tables. Moreover, quantitative data has allowed the researcher to collect large amounts of data which would not have been possible through qualitative data methods. According (Sherick, Davis, & Imenda, 2019), quantitative data is a suitable method for conducting research when a relationship or impact of variables is determined.

#### **3.1.6. Purpose of the Study**

This This proposed study seeks to explore the ways in which leadership communication styles influence women's empowerment and organizational productivity within organizations in Kabul, Afghanistan. By examining how leaders communicate with their teams, particularly with women, the study aims to identify key communication practices that promote gender equality and enhance organizational outcomes. Leadership communication is an essential factor in creating an inclusive environment where women feel empowered and motivated to contribute to the success of the organization.

Additionally, the study will analyze the role of gender equality and organizational culture in shaping the dynamics between leadership communication, women's empowerment,

and productivity. Gender equality initiatives, when effectively integrated into leadership practices, can significantly enhance women's participation and advancement within the organization. By understanding the interplay between leadership styles, gender equality, and organizational culture, this research aims to uncover strategies for improving workplace inclusivity, ensuring that women are given equal opportunities to excel. Ultimately, the study aims to help organizations in Kabul adopt practices that foster women's empowerment, leading to improved productivity and long-term organizational success.

## **3.2. Sampling Design**

### **3.1.1. Sample**

It is very tough to process the decision regarding the selection of sample size. As a result, sampling is the process of selecting a representative number -- knowing the characteristics of the sample helps us to generalize those characteristics into generalized statistics. The important steps in sampling are: sample size, population definition, sampling strategy, suitable sample, and sampling procedure execution (oh & Daehwan, 2023). They are as follows: The factors influencing the decisions in selection: objectives of research, the extent of accuracy, a satisfactory hazard in foreseeing that dimension of precision and accuracy, a measure of variation in the population, time and cost imperatives, the area of the population (Sekaran & Roger, 2013). The sample for this study consists of 245 respondents from various organizations in Kabul, Afghanistan. The sample includes individuals from both public and private sectors, as well as non-governmental organizations (NGOs), ensuring a diverse representation of organizational types. Leaders are selected based on their managerial roles and influence on organizational communication, while employees are chosen based on their engagement with leadership and workplace dynamics. This targeted approach ensures that the sample reflects a range of perspectives on the influence of leadership styles in the Afghan organizational context.

### **3.1.2. Sampling Techniques**

This study employs a purposive sampling technique, selecting participants based on their relevance to the research objectives. The sample is divided into two distinct groups: leaders and employees from organizations in Kabul, Afghanistan. questionnaires were given using online Google forms to the appropriate responders. Leaders are chosen for their roles in decision-making and communication, ensuring that they have a significant impact on organizational culture and productivity. Employees are selected based on their direct

interactions with leadership and their experiences regarding women's empowerment, gender equality, and productivity outcomes. This sampling method allows for a targeted approach, ensuring that both leaders and employees who are most familiar with the study's focal issues are included, thereby enhancing the relevance and depth of the data collected.

### **3.3.Data Collection Method**

For this research, we plan to use a method to gather information on leadership communication styles, gender equality, women's empowerment, organizational productivity, and organizational culture in Kabul, Afghanistan. We will collect data by administering survey questionnaires to 245 leaders and employees mostly female employees in specific organizations in Kabul, Afghanistan. The questionnaire was available electronically and online through google forms collected for respondents to ensure maximum participation and predefined response options to measure perceptions and experiences. We will utilize statistics, correlation analysis, and regression analysis to analyze the survey results and identify connections between variables.

### **3.4.Procedure/Data Collection**

The analysis of the data was performed using social science statistical software (SPSS). It is one of the most commonly used and widely used tools that can do highly sophisticated data analysis with minimal commands. The following analysis was conducted using this software to examine the hypothesis and to test the results of the study — reliability analysis, descriptive analysis, regression, correlations, demographic analysis, mediation analysis, and moderation analysis.

### **3.5.Data Analysis Technique**

In the light of research design and research instrument, the researcher used the statistical package for social sciences (SPSS) as the statistical platform to analyze the data, Based on the aim of the study, the most suitable method for this research is correlation analysis and regression analysis for studying the relationship and impact of LCS on WE and OP. Preacher and Hayes's method is used to determine the mediation of OC and moderation of GE between LCS, WE, and OP. SEM Amos was also used to verify the direct and indirect interaction between variables.

### 3.6. Measurements and Measures

There are different kinds of research instruments and tools for primary data collection such as interviews, survey questionnaires, observations, and focus group discussions (Kumar, 2019). As it has been specified the design of this study is quantitative hence the instrument used to collect data for this research is a survey questionnaire. The Five-point “Likert scales” was used in this study from Strongly Agree with a Likert scale of 1 to Strongly disagree with Likert scale of 5.

| <b>Strongly Agree</b> | <b>Agree</b> | <b>Neutral</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|-----------------------|--------------|----------------|-----------------|--------------------------|
| <b>(SAG)</b>          | <b>(AG)</b>  | <b>(N)</b>     | <b>(DA)</b>     | <b>(SDA)</b>             |
| <b>1</b>              | <b>2</b>     | <b>3</b>       | <b>4</b>        | <b>5</b>                 |

*Table 1: Measures*

#### 3.6.1. Leadership Communication Styles

This study measured the LCS as an independent variable using standardized questionnaires to evaluate how leaders communicate. leadership communication styles were measured through 8 items adopted from (Ying Yang, Njeri Kuria, & Dong-Xiao , 2020). five-point Likert scale was used to measure these variables in which 1= strongly agree to 5 = strongly disagree.

#### 3.6.2. Women's Empowerment

Women's Empowerment was measured by 7 items and the scales were adopted from (Noor & Belayet , 2018). five-point Likert scale was used to measure these variables in which 1 = strongly agree to 5 = strongly disagree.

#### 3.6.3. Organizational Productivity

Organizational productivity was measured by 6 items and the scales were adopted from (Hashmi, The Impact of Women Leaders Upon, 2010). five-point Likert scale was used to measure these variables in which 1= strongly agree to 5= strongly disagree.

#### 3.6.4. Gender Equality

Gender Equality was measured by 5 items and the scales were adopted from (Polona , Šebjan, & Širec, 2017). five-point Likert scale was used to measure theses variables in which 1 = strongly agree to 5 = strongly disagree.

#### 3.6.5. Organization Culture

The organizational culture was measured by 6 items and the scales were adopted from (Ming Lau & Yue Ngo, 1996). Five-point Likert scale was used to measure these variables, with 1 = strongly agree and 5 = strongly disagree.

### 3.7. Scale Summary

| Variables                           | Sources of Scale                                 | Items |
|-------------------------------------|--------------------------------------------------|-------|
| LCS Leadership Communication Styles | (Ying Yang, Njeri Kuria, & Dong-Xiao , 2020)     | 8     |
| WE Women Empowerment                | (Noor & Belayet , 2018)                          | 7     |
| OP Organizational Productivity      | (Hashmi, The Impact of Women Leaders Upon, 2010) | 6     |
| GE Gender Equality                  | (Polona , Šebjan, & Širec, 2017)                 | 5     |
| OC Organization Culture             | (Ming Lau & Yue Ngo, 1996)                       | 6     |

*Table 2: Scale Summary*

### 3.8. Extent of Researcher Interference

In quantitative research, the extent of researcher interference is the amount of impact the researcher has on data collection, measurement, and analysis. In an ideal world, quantitative research is designed to be as researcher independent as possible, thus ensuring the data is objective, consistent, and reliable (Schwab, 2009). So the researcher must make sure that data collection instruments like surveys or questionnaires are given uniformly without bias or distortion. Although the researcher will help guide participants to foster discussion and responses that are clear and accurate, these interactions mustn't bias participants' outcomes (Hashmi, 2010). To be able to test the actual nature of the phenomena under investigation, the interference must be minimized.

### **3.9.Ethical Considerations**

Throughout the research and documentation process, the researcher must ensure that he or she follows all principles of research ethics. That includes keeping people anonymous so they cannot be traced to their responses (Hofstede, 2001). The research should not only address the ethical principles of respect and justice but also ensure confidentiality by protecting all personal information and data collected during the research from unauthorized access and disclosure (Hofstede, 2001). Ethical guidelines help govern how we conduct research, including ensuring that participants understand their involvement in a study and that their rights are always protected. These are the guiding principles for the researcher as, compliance with which ensures the ethical process and outcome of the research.

# CHAPTER NO 4

## DATA ANALYSIS

### 4.1. Introduction

Data collected from 245 (Leaders and Employees) from multiple organizations at Kabul Afghanistan and the detailed data analysis. This chapter aims to review and analyze the correlation between leadership communication styles, women's empowerment, organizational productivity, organizational culture, and gender equality. Employing quantitative methods, the data are examined to evaluate the hypotheses of the study and investigate the mediating and moderating effects of organizational culture and gender equality on the relationship between workplace.

We start the chapter with the demographic profile of the respondents, describing the characteristics of the sample. Descriptive analysis of the central variables follows, once again providing more insight into participant perceptions and experiences. Hypothesized relationships are tested using inferential statistical methods such as regression analysis and structural equation modeling (SEM) to explore direct, indirect, and interaction effects between the variables.

This chapter presents the findings of the research that seeks to develop empirical evidence on and contribute to the theoretical framework of the study as well as meet the research objectives. By examining the data, this chapter aims to provide some useful insights regarding the effects of leadership communication on women empowerment and organizational productivity with reference to the socio-cultural context of Kabul Afghanistan.

### 4.2. Check Data Health

Missing data are when respondents do not answer questioners (every investigation used a post-hoc survey), or the data is not stored properly or completely. Significant impact of Missing Data— and the results of the study can be misleading. Another issue is that much of the theory upon which statistical procedures is based is about complete cases, and amusingness can problematize the theory<sup>4</sup> needed. As a generic rule of count, the missing responses per variable can vary from 0.4% to even 10%. Often, this range is regarded as typical (Yukl, 2022). A missing value analysis (Table3) was performed with SPSS, the missing value percentage of LCS, WE, OP, GE, and OC was 2.45%, 4.9%, 4.9%, 7.35%, and 2.45%, respectively,

indicating a missing percentage of less than 10%, and no outliers were found. We fill the missing value with the averaged value of the series.

| Variables | N   | Missing |         | Minimum | Maximum |
|-----------|-----|---------|---------|---------|---------|
|           |     | Count   | Percent |         |         |
| LCS       | 245 | 1       | 2.45    | 1       | 5       |
| WE        | 245 | 2       | 4.9     | 1       | 5       |
| OP        | 245 | 2       | 4.9     | 1       | 5       |
| GE        | 245 | 3       | 7.35    | 1       | 5       |
| OC        | 245 | 1       | 2.45    | 1       | 5       |

*Table 3: Missing value analysis and Outliers*

### 4.3. Measure of Reliability Statistics (Cronbach's alpha)

In this part we calculate the reliability statistics using SPSS. SPSS compute the Cronbach's alpha for each variable. Cronbach's alpha (Cronbach, 1951), is a measure of reliability of measure such as scale or test like questionnaire also known as coefficient alpha. Cronbach's alpha is a statistical measure of estimating the internal consistency of a test or scale and is widely adopted in clinical research (Nunnally, 1978). LCS have a very decent  $\alpha$  value of 0.872. The  $\alpha$  values for the WE, OP, GE and OC were 0.913, 0.850, 0.817 and 0.831 respectively which also exceeds 7 which are in the satisfactory range.

|     | Cronbach | N of  |
|-----|----------|-------|
|     | 's Alpha | Items |
| LCS | .872     | 8     |
| WE  | .913     | 7     |
| OP  | .850     | 6     |
| GE  | .874     | 5     |
| OC  | .831     | 6     |

*Table 4: Measure of Reliability Statistics*

#### 4.4 . MEASUREMENT OF NORMALITY

Before performing the SEM analysis, it is really important to check the normality assumptions. We can also check normality using Kurtosis, Skewness, and plotting the normal curve. In particular, if both Kurtosis and skewness are high, it indicates non-normality of the data (Hall and Wang, 2005). The cut values for the kurtosis and skewness are between +5 to -5. It indicates that the data is normal according to the values in the below given table. As all values after dividing statistic value by std. have similar value of skewness (r 0.96) and kurtosis (r 0.92) and are well in the required range of both that is between +5 to -5. Further, As we compared the error and its distribution we can say that the errors are in the range of the required value as skewness and kurtosis guide us about the shape of the distribution which tells us that it is falling in the range of the required values. So data is usually on all points.

Before getting into any analysis performance, after checking for skewness and kurtosis as discussed in the previous session, it is also important to check for some other basic assumptions such that (a) normal distribution of data, (b) multi-collinearity should not exist, and (c) data should be free of missing values and outliers in the data. Kurtosis and Skewness are used to check whether data is normal or not. As per Hall and Wang (2005) means, variances, kurtosis and skewness assures about the normality of the data and Tabachnick and Fidell, (2001) Histogram is enough to explain normality of the data. In addition, Freund et al., (2000) suggested that variance inflation factor (VIF) and generating correlation matrix to check data multi-collinearity. Therefore, the mean, variances, kurtosis, skewness and VIF values calculated in the presently chapter are only for checking whether the data complies with the basic assumptions of normality and the multi-collinearity.

Non-normality of data is not a problem when data-size is large as some studies suggested. Likewise, (Ghasemi, Zahediasl, 2012) indicate that with large enough sample size (> 200 or 300) normality assumption violation should not cause significant issues. This means that we can proceed with parametric procedures even if the data is not normally distributed at all points. Also, when you have hundreds of observations (a large sample size), the distribution of the data can always be ignored. As the central limit theorem states, if (a) the data is roughly normally distributed then so will its sampling distribution, if (b) the sample size is large (> 200 or 300), forming the sampling distribution will almost always yield a normal distribution, regardless of the shape of the data. Regardless of the above topic, present data is normal, so nothing mistaken with the analysis. With Sample sizes > 200 (or 300) the violation of the normality assumption should not be pose big problems (Ghasemi, Zahediasl, 2012) it means

we can use parametric procedures in not normally distributed data. Also, if we have the sample size of hundreds of observations, we can ignore the distribution of the data. Non-normality of current statistics is not a major drawback as the sample size of present study is more than 200.

|                       | N         | Minimum   | Maximum   | Mean      | Std. Deviation | Skewness  |            |
|-----------------------|-----------|-----------|-----------|-----------|----------------|-----------|------------|
|                       | Statistic | Statistic | Statistic | Statistic | Statistic      | Statistic | Std. Error |
| <hr/>                 |           |           |           |           |                |           |            |
| L.C.S                 | 245       | 1.00      | 4.88      | 2.2444    | .88419         | 1.102     | .156       |
| W.E                   | 245       | 1.00      | 4.86      | 2.1971    | .78692         | 1.407     | .156       |
| O.P                   | 245       | 1.00      | 5.00      | 2.2361    | .74384         | 1.388     | .156       |
| G.E                   | 245       | 1.00      | 5.00      | 2.1053    | .74384         | 1.426     | .156       |
| O.C                   | 245       | 1.00      | 5.00      | 2.1444    | .90821         | 1.017     | .156       |
| Valid N<br>(listwise) | 245       |           |           |           |                |           |            |

*Table 5: Descriptive Statistics*

As for skewness and kurtosis in this study it is demonstrated that, data is normally distributed. If we divide the value statistics by the value of std. dev, the response must be between +5 to -5. In study all the results after division of skewness with their respective std. deviation ranges between +5 to -5.

Also, the mean in the above tells you the mean value of responses by the respondents. It indicates the average of respondents' responses was around 2, and this reflects that they assessed the items in the questions positive.

#### **4.5. KMO and Bartlett's Test of Sphericity**

KMO & Bartlett's Test of Sphericity a measure of sampling adequacy is suggested to verify the case to variable ratio for the analysis being performed (Schein E. , 2020). KMO & Bartlett's test are very important for the acceptance of sample adequacy in most of the academic and business studies. The KMO is between 0 and 1, and a commonly accepted index is above 0.6. Moreover, the Bartlett's Test of Sphericity is also related to the significance of the study, which thus indicates the validity and adequacy of the responses being gathered to the issue being tackled through the study. Bartlett's Test of Sphericity should be lower than 0.05 (Schein E. , 2020).

Results of KMO and Bartlett's Test for the proposed construct are provided in the table below.

**KMO and Bartlett's Test**

| KMO and Bartlett's Test                          | L.C.S   | W.E     | O.P     | G.E     | O.C     |
|--------------------------------------------------|---------|---------|---------|---------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .827    | .887    | .735    | .820    | .817    |
| Approx. Chi-Square                               | 896.384 | 923.899 | 853.926 | 809.116 | 960.759 |
| Bartlett's Test of Sphericity df                 | 28      | 21      | 15      | 10      | 15      |
| Sig                                              | .000    | .000    | .000    | .000    | .000    |

*Table 6: KMO and Bartlett's Test*

## 4.6. Assumption of regression

### 4.6.1. Linearity

A linear relationship between the independent and dependent variable indicates that there is a direct and proportional relationship between the two variables related to one another. This implies that modifications made to the independent variable lead to changes in the dependent variable that are proportional and consistent. That means that whenever, say, the independent variable increases or decreases, the dependent variable does that in a proportionate way as well, where it also either goes up or down (Tominc, Šebjan, & Širec, 2017). This relationship underlies a variety of statistical models including regression analyses by which researchers can predict values of the dependent variable given changes in the independent variable. These types of linear relationships are crucial for scrutinizing data trends and establishing cause-and-effect relationships in many different research settings (Yukl, 2022).

There is a positive linear correlation between LCS, WE and OP, with the data point dispersed about the best fitting regression line, as seen in the scatterplot. It implies that the linearity assumption is fairly well satisfied. But there are some slight variations out there and some outliers that may need residual analysis.

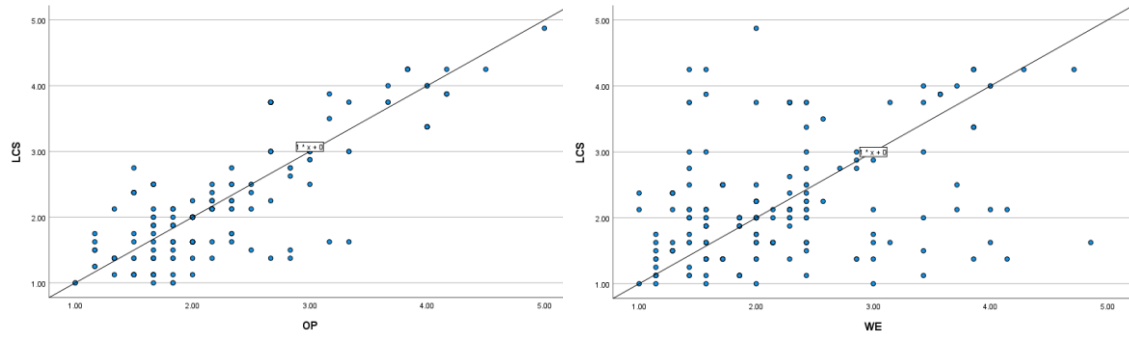


Figure 3: : Linearity

#### 4.6.2. Normality

Normality tests evaluate if the regression's residuals are normally distributed which is important for linear regression. This assumption is important because if violated, statistical inferences such as tt-tests, ff-tests, and confidence intervals fall out of statistical validity (Scott & Lewis, 2017). On the other hand, the normality of residuals implies that the model fits the data well, and there is no systematic bias/pattern in the errors (House, 2016). Normal distribution of residuals helps to make sure that the predictions will be unbiased and consistent (Ye , Liu , & Tan , 2005). Although this assumption is crucial, particularly for small samples, violations can be addressed either via transforming data, using non-parametric methods, or bootstrapping to enhance model reliability.

| Tests of Normality |                                 |     |      |              |     |      |
|--------------------|---------------------------------|-----|------|--------------|-----|------|
|                    | Kolmogorov-Smirnov <sup>a</sup> |     |      | Shapiro-Wilk |     |      |
|                    | Statistic                       | df  | Sig. | Statistic    | df  | Sig. |
| LCS                | .182                            | 245 | .000 | .904         | 245 | .000 |
| WE                 | .172                            | 245 | .000 | .915         | 245 | .000 |
| OP                 | .202                            | 245 | .000 | .890         | 245 | .000 |

a. Lilliefors Significance Correction

Table 7: Tests of Normality

In table 7 the results of normality tests based on Kolmogorov-Smirnov and Shapiro-Wilk are shown for the variables LCS, WE and OP. Both of these tests evaluate if the data for each variable is normally distributed. The significance values ( $p < 0.05$ ) indicates that we fail to reject the null hypothesis of normality. This is true on both tests, with Kolmogorov-Smirnov test statistic varying from (0.182 to 0.202) and Shapiro-Wilk test statistic between (0.890 to 0.915). This indicates the necessity for non-parametric or transformations on the data for further analysis.

### 4.6.3. Independence of Errors

This is referred to as the Independence of Errors in regression analysis. Meaning, the error from one observation should not be telling anything about the error from another observation. If this assumption is not met, it might cause biased estimates and spurious tests (Suoniemi, Terho, Zablah, Olkkonen, & Straub, 2021). The Durbin-Watson statistic is often used to test this assumption; values around 2 indicate that the errors are independent and validates the regression model's predictions and statistical tests.

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .827 <sup>a</sup> | .685     | .682              | .49854                     | 1.951         |

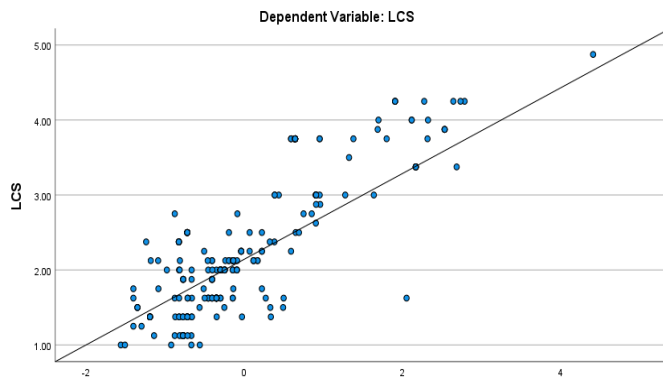
a. Predictors: (Constant), OP, WE  
b. Dependent Variable: LCS

*Table 8:independent of errors taste*

From the table 8 model summary, it can be said that predictors OP and WE are highly and positively correlated to dependent variable LCS with R value = 0.827 and R Square = 0.685 which means 68.5% of the variation in LCS can be explained by the model. The model is robust enough for prediction (Adjusted R Square was 0.682), with reasonable goodness of fit parameter (Standard Error of Estimate was 0.49854). The Durbin-Watson statistic (1.951) also reveals no significant autocorrelation in the residuals, thus justifying the model's validity for further findings analysis.

### 4.6.4. Homoscedasticity

Homoscedasticity means that the residuals (or errors) of a regression model have constant variance at all levels of the predicted values. This is a key assumption for deriving accurate statistical inferences, since it provides reliable standard errors, confidence intervals, and hypothesis tests (Gavin, 2018). This ensures that all observed values contribute equally to the model outcome so there is no biased outcome by either end of the x-axis and the model is more valid and robust (Schein E. , 2020). If the assumption of homoscedasticity is violated, then the reliability of the regression results calculations would be undermined, and thus corrective measures like robust standard errors or data transformation need to be taken.

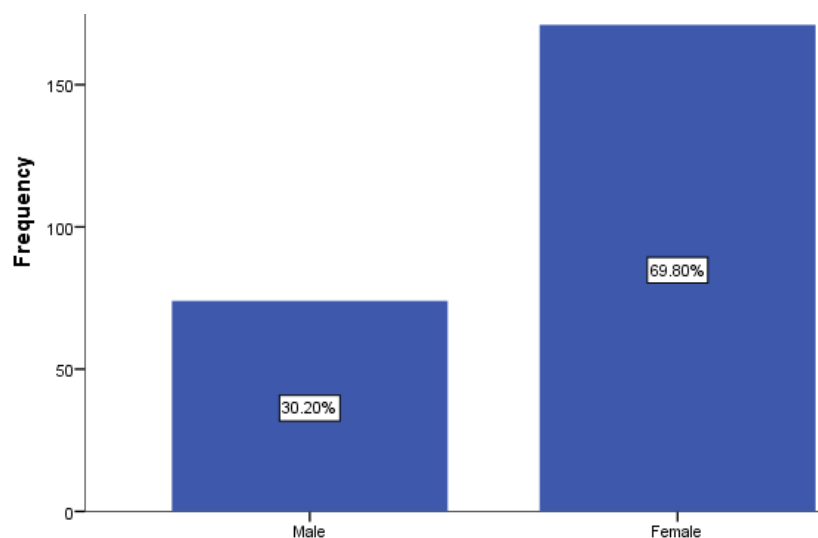


**Figure 4:Homoscedasticity**

This scatterplot shows the test for homoscedasticity which shows whether or not the residuals of a regression have constant variance across all levels of predicted values. The Y-axis of the plot shows the dependent variable (LCS), while the X-axis shows the regression standardized predicted values. Each dot is an observation and the overall spread of the data looks uniform with no systematic patterns, funneling, or clustering present. This constancy across iterations indicates that the assumption of homoscedasticity is satisfied. Assumption is a very important term for obtaining reliable result on regression and statistical inference over it.

## 4.7. Demographics

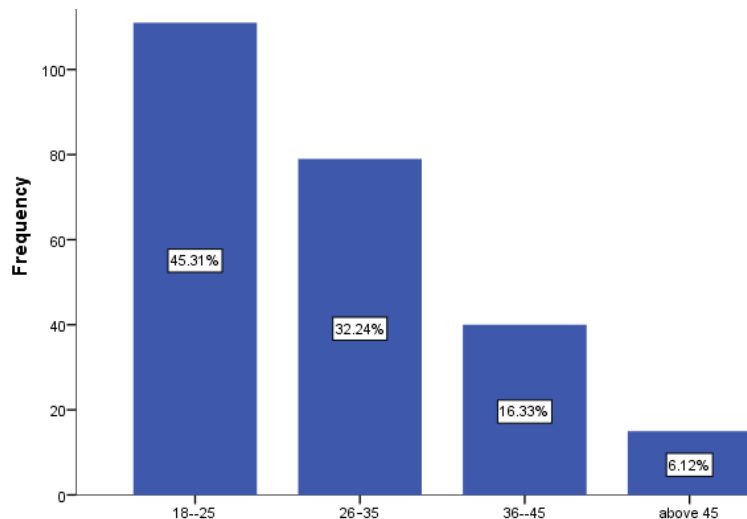
### 4.7.1. Gender



**Figure 5:Gender of Participants**

Figure 2 shows the proportion of female and male respondents in the survey. It shows that 69.80% were female participants in the survey and 30.20% of participants were male. Therefore, it was determined that the majority of participants were female participants.

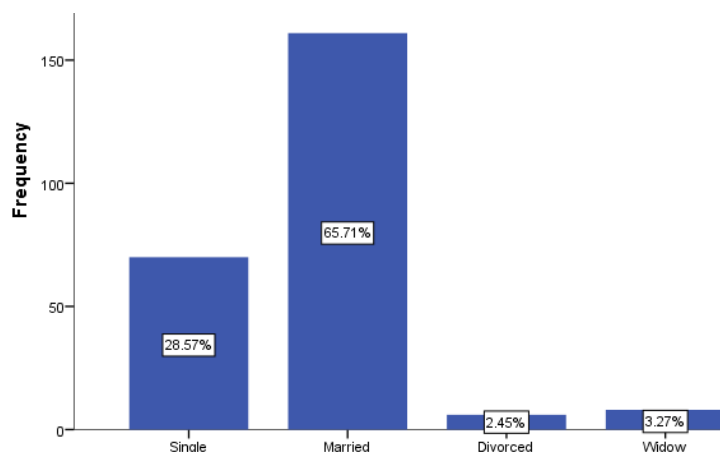
#### 4.7.2. Age



*Figure 6: Age of Participants*

Age of participants represents the age group of participants and it reveals that 45.31% of participants had age group 18 to 25 years. Meanwhile, 32.24% of participants were aged between 26 years to 35 years. There are only 16.33% and 6.12% of those fall within the age group of 36 to 45 years old and above 45 years respectively. This shows that more than 77% population of the study falls within the age group of 18 years to 35 years.

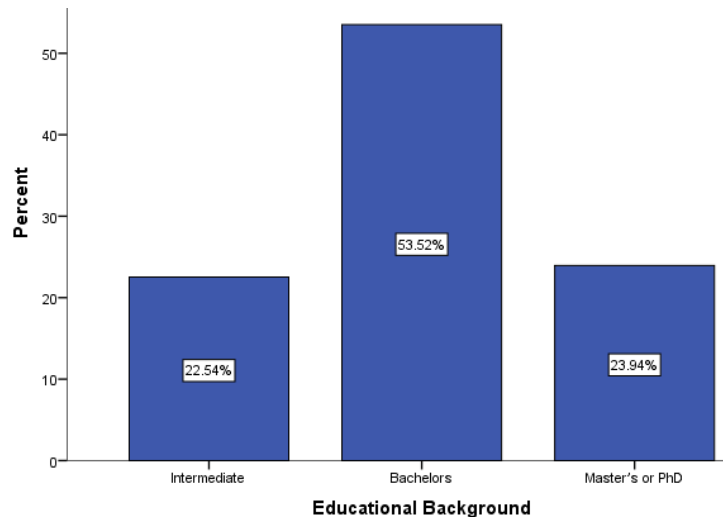
#### 4.7.3. Marital Status



*Figure 7: Marital State of Participants*

Figure 4 shows of marital state of employees which the participants survey who work in organizations in Kabul; it is evident that 65.71% of participants were married, 28.57 % of participants were single, 2.45% of participants were, divorced and 3.27% of participants were widows. Therefore, it was determined that the majority of participants in the Questionnaire were married employee's participants.

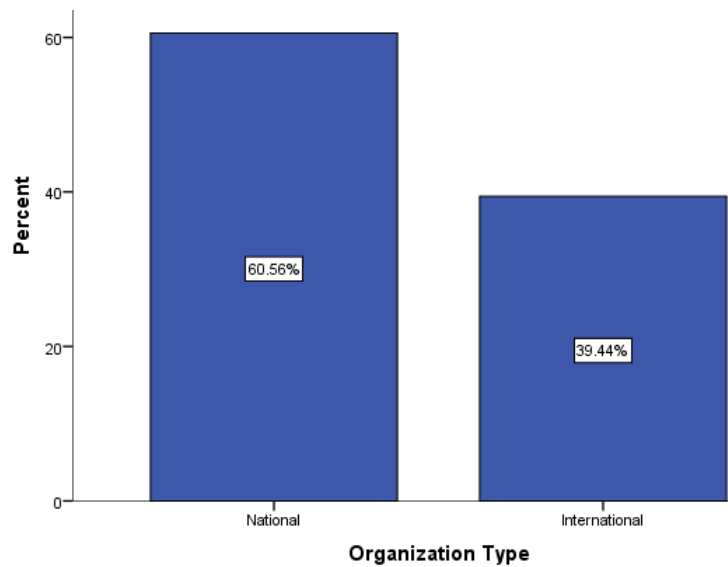
#### 4.7.4. Educational Background



*Figure 8: Educational Background of Participants*

Figure 5 Educational background of participants. This shows the level of education of respondents is evident that 22.54% of participants were Intermediate, 53.52% of participants were Bachelors and 23.94% of participants were Masters or PhD. This reveals that the majority of the participants of the survey are highly educated and their responses are reliable.

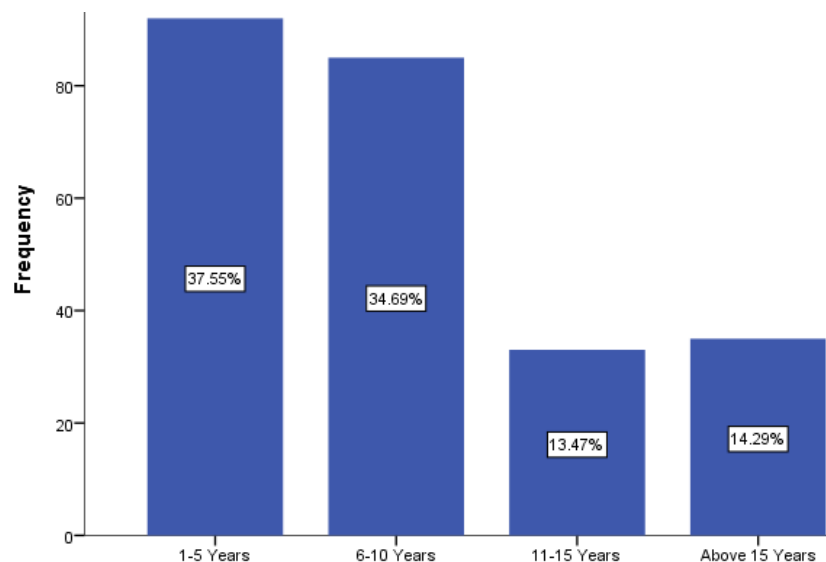
#### 4.7.5. Organizational Type



*Figure 9: Organization Type of Participants*

Figure 6 Organization Type of Participants. illustrates organization type; it is evident that 60.56% participants work in national organizations, and 39.44% of participants work in international organizations. This shows that the majority of participants work in national organizations.

#### 4.7.6. Experience

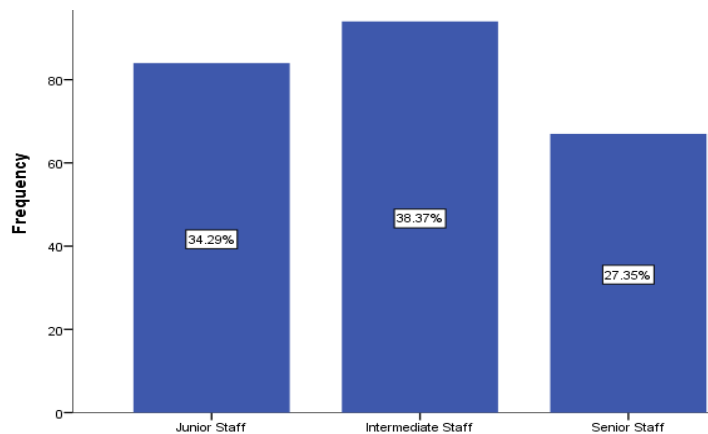


*Figure 10: Experience Level of Participants*

Figure 7 Experience Level of Participants. illustrates the experience level of respondents, it is evident shows that 37%55 participants of the study have experience of 1-5

years and 34.69 % of participants have experience between 6-10 years, whereas 13.47% of the respondents have experience between 11-15 years and 14.29% respondents have experience more than 15 years. This shows that the majority of the respondents have 1 to 10 years of experience.

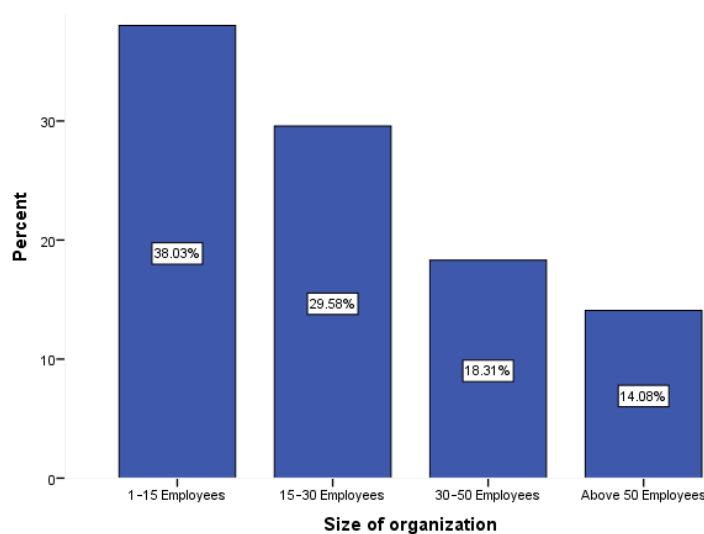
#### 4.7.7. Job Position



*Figure 11: Occupation type of Participant*

Figure 8 Occupation type of Participant. illustrates the position of respondents in the organization; it is evident that 34.29% of participants are junior staff, 38.37% of participants are intermediate staff, and 27.35% of participants are senior staff. This shows that the majority of the respondent's employees were senior staff.

#### 4.7.8. Size of Organization



*Figure 12: Size of Organization participants*

Figure 9 Size of organization represent the proportion in survey. It shows that there were 38.03% of participants 1-15 employees size of organization, 29.58% of participants 15-30 employees size of organization, 18.31% of participants 30-50 employees size of organization, 14.08% of participants above 50 employees size of organization. This shows that more than 66% population of the study falls within the 1-30 employees size of organization.

#### 4.8. Confirmatory Factor Analysis (CFA)

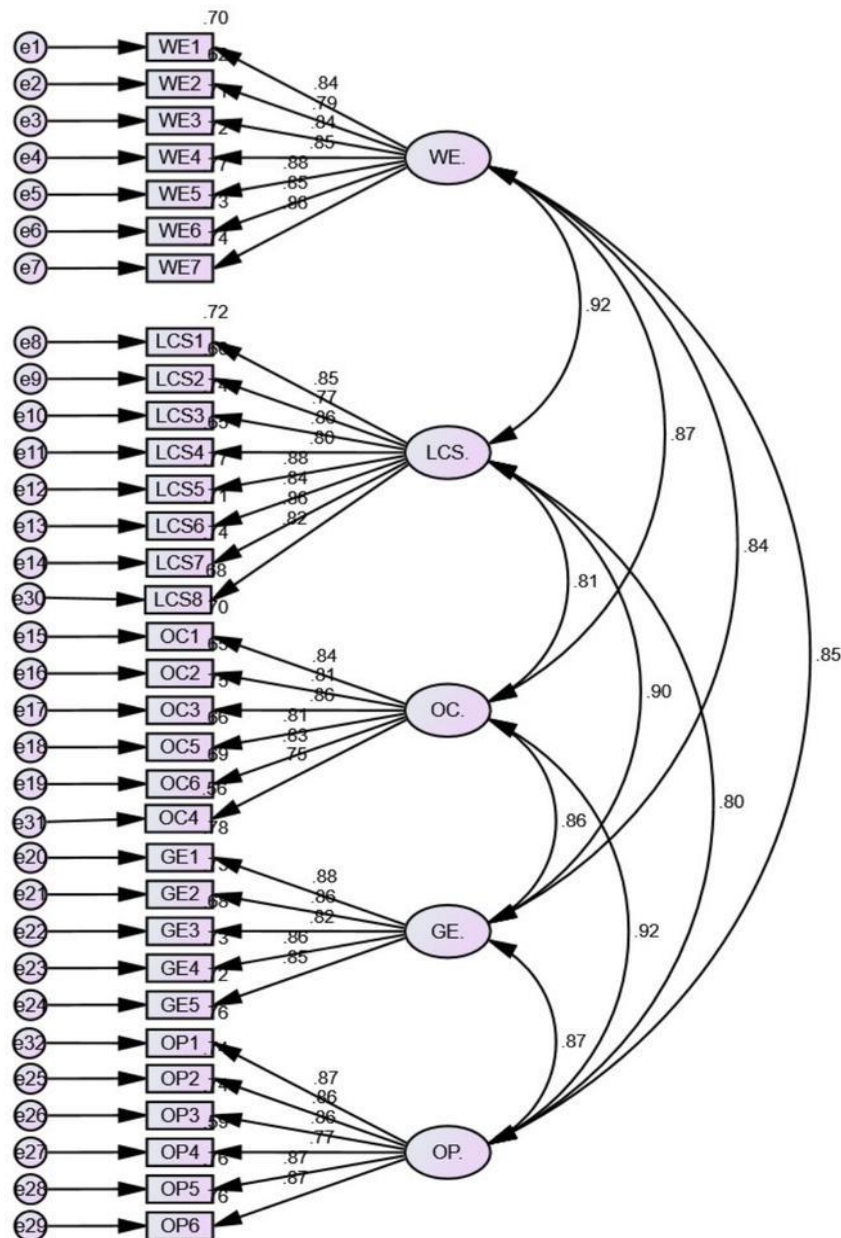


Figure 13: Confirmatory Factor Analysis /Measurement model

Confirmatory Factor Analysis (CFA) was performed by using AMOS 24 and the model fitted the Leadership Communication Styles (LCS), Women's Empowerment (WE), Organizational Productivity (OP), Gender Equality (GE) and Organizational Culture (OC) excellently. The fit indices of the model obtained were:

Chi-square (CMIN) value is 615.840 degrees of freedom (df) of 367.000 and the CMIN/DF ratio is found to be 1.677, this is excellent as it is between the ideal range of one and three. The Comparative Fit Index (CFI) was 0.907, which was acceptable despite being lower than the strict threshold of 0.95. The standardized SRMR was 0.098, which is also acceptable since it is below the upper limit set to 0.08. The Root Mean Square Error of Approximation (RMSEA) was 0.053, a very good value being below 0.06, and the PClose was 0.267, which also confirms the very good fit of the model since it is greater than 0.05.

Other fit indices were also supportive: Tucker-Lewis Index (TLI) = 0.897, Incremental Fit Index (IFI) = 0.908 (the same as CFI). According to the guidelines proposed by Hu and Bentler (1999), all indices of fit range from acceptable to excellent, indicating a well specified robust model. These results strongly support the validity and reliability of different constructs being measured, serving as a basis for upcoming analysis and interpretation.

| Measure | Estimate | Threshold       | Interpretation |
|---------|----------|-----------------|----------------|
| CMIN    | 615.480  | --              | --             |
| DF      | 367.000  | --              | --             |
| CMIN/DF | 1.677    | Between 1 and 3 | Excellent      |
| CFI     | 0.907    | >0.95           | Acceptable     |
| SRMR    | 0.098    | <0.08           | Acceptable     |
| RMSEA   | 0.053    | <0.06           | Excellent      |
| PClose  | 0.267    | >0.05           | Excellent      |

*Table 9: Model Fit Measures*

## 4.9. Model Fit Summary

| CMIN               |      |          |     |      |         |
|--------------------|------|----------|-----|------|---------|
| Model              | NPAR | CMIN     | DF  | P    | CMIN/DF |
| Default model      | 97   | 615.480  | 367 | .000 | 1.677   |
| Saturated model    | 464  | .000     | 0   |      |         |
| Independence model | 58   | 3078.967 | 406 | .000 | 7.584   |

*Table 10: CMIN*

| Baseline Comparisons |               |             |               |             |       |
|----------------------|---------------|-------------|---------------|-------------|-------|
| Model                | NFI<br>Delta1 | RFI<br>rho1 | IFI<br>Delta2 | TLI<br>rho2 | CFI   |
| Default model        | .800          | .779        | .908          | .897        | .907  |
| Saturated model      | 1.000         |             | 1.000         |             | 1.000 |
| Independence model   | .000          | .000        | .000          | .000        | .000  |

*Table 11: Baseline Comparisons*

| RMSEA              |       |       |       |        |
|--------------------|-------|-------|-------|--------|
| Model              | RMSEA | LO 90 | HI 90 | PCLOSE |
| Default model      | .053  | .045  | .060  | .267   |
| Independence model | .164  | .159  | .170  | .000   |

*Table 12: RMSEA*

## 4.10 . Correlation Analysis

Correlation is considered one of the important statistical techniques or tools for specifying the relationship between the variables. Pearson Correlation is used in this study concerning the findings of Sedgwick (2012), Pearson Correlation is a statical measure used in most studies similar to this study for finding correlation. Further, the findings of Schober (2018), suggests that the value for Pearson Correlation ranges from 0 to 1. However, it can be both positive and as well in negative thereby suggesting that the association between the variables can be either positive or negative. Further, the findings of Bishara (2012), suggest that when the Pearson Correlation value is less than 0.2 it can be implied a weak correlation between the variables. Further, when the value of correlation is between 0.3 and 0.7, then it shows a moderate association between variables. At last, when the Correlation is above 0.7 then it is a strong correlation between the variables. The strength of the connection between the different variables concerned in this study can be determined by correlation analysis.

Pearson correlation is the most significant and widely used method for describing the correlation among the different variables involved in the study. The various constructs involved in this study are LCS, WE, OP, GE and OC.

| <b>Correlations</b> |                     |           |           |           |           |            |
|---------------------|---------------------|-----------|-----------|-----------|-----------|------------|
|                     |                     | <b>WE</b> | <b>OP</b> | <b>GE</b> | <b>OC</b> | <b>LCS</b> |
| <b>WE</b>           | Pearson Correlation | 1         | .683**    | .503**    | .519**    | .428**     |
|                     | Sig. (2-tailed)     |           | .000      | .000      | .000      | .000       |
|                     | N                   | 245       | 245       | 245       | 245       | 245        |
| <b>OP</b>           | Pearson Correlation | .683**    | 1         | .884**    | .834**    | .809**     |
|                     | Sig. (2-tailed)     | .000      |           | .000      | .000      | .000       |
|                     | N                   | 245       | 245       | 245       | 245       | 245        |
| <b>GE</b>           | Pearson Correlation | .503**    | .884**    | 1         | .820**    | .827**     |
|                     | Sig. (2-tailed)     | .000      | .000      |           | .000      | .000       |
|                     | N                   | 245       | 245       | 245       | 245       | 245        |
| <b>OC</b>           | Pearson Correlation | .519**    | .834**    | .820**    | 1         | .835**     |
|                     | Sig. (2-tailed)     | .000      | .000      | .000      |           | .000       |
|                     | N                   | 245       | 245       | 245       | 245       | 245        |
| <b>LCS</b>          | Pearson Correlation | .428**    | .809**    | .827**    | .835**    | 1          |
|                     | Sig. (2-tailed)     | .000      | .000      | .000      | .000      |            |
|                     | N                   | 245       | 245       | 245       | 245       | 245        |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Table 13: Correlations Analysis*

The above table is the obtained correlation table which indicates the association between the dependent and independent variables along with the involvement of the mediating and moderating variables. The first correlation is between the Leadership communication styles (LCS) and the Women Empowerment (WE). This correlation is significant, positive, and highly correlated, with a magnitude of 0.428, which suggests that more leadership communication styles will lead to more women empowerment in the organizations. Second correlation, it is evident that Leadership communication styles (LCS) establish a strong association or significant correlation with Organization productivity (OP). It has been due to the Pearson Correlation value of 0.809 and the link is highly correlated and significant due to the sig value being less than alpha 0.05. This reveals that the organization productivity of participants will be increased when the leadership communication styles are improved and vice versa. The third correlation is between Leadership communication styles (LCS) and Gender Equality (GE).

There is a high correlation between the two variables; an increase in the leadership communication styles of an organization increases the likelihood of an enhanced gender equality. The magnitude of this correlation is 0.827 which falls within the range of high correlation. The fourth correlation is between the Leadership communication styles (LCS) and

the Organization Culture (OC). This correlation is significant, positive, and highly correlated, with a magnitude of 0.835, which suggests that more leadership communication styles will lead to more organizational culture in the Organizations.

The Pearson Correlation between Women Empowerment (WE), Organization productivity (OP), Gender Equality (GE), and Organization Culture (OC) was also identified as highly correlated because of the Pearson Correlation value which has been specified as 0.663, 0.519, and 0.503 respectively. Similarly, a high correlation was also determined with a correlation value of 0.884 in the relation between Gender Equality (GE) Organization productivity (OP), and Gender Equality (GE) with a high correlation with Organization Culture (OC) 0.820.

#### **4.11 . Regression Analysis**

After correlation, there is a need to run a regression analysis. Regression analysis is performed to test the hypothesis and demonstrate how much the independent, moderator, and mediator variables affect the dependent variable. In empirical analysis, regression analysis technique is often used to determine the effect of variables on another variable. Regression analysis is considered as an essential statistical analysis tool that helps in the determination of the relationship between dependent and independent variables. There can be multiple independent variables and only one dependent variable; it is because the regression technique regresses independent variables on a single dependent variable (Gogtay, Deshpande and Thatte, 2017). In following study there were one independent variable, two dependent variables, one mediator and one moderator effecting the LCS (independent) and WE, OP (dependent) relationship.

In this study, Hayes (2013) developed PROCESS Macro used in SPSS for testing the hypothesis. PROCESS Macro is used because it needs fewer skills to perform complicated analysis, with many mediators and moderators as is the case in the current study (Hayes, 2017). Regardless of the number of variables in the study, PROCESS Macro calculates each variable separately, and “the analysis of the regression parameters of one variable does not affect the analysis of the parameters of other variable determining the model” (Hayes et al., 2017, p. 77). For hypothesis testing, PROCESS Model 5 was used.

## 4.12 . Linear Regression Analysis

The study seeks to investigate the effect of Leadership Communication Style on Women Empowerment and Organizational Productivity, the following hypotheses were proposed.

**H1:** *Leadership communication styles LCS will have a positive relationship with women empowerment WE within organizations in Kabul, Afghanistan.*

Table 12 displays the outcomes of the first hypothesis in the study After applying linear regression. As mentioned above in the first hypothesis independent variable Leadership communication styles (LCS) is positively and directly related to the dependent variable. The independent variable leadership communication styles (LCS) significantly predicts women empowerment (WE),  $F = 54.368$ ,  $p < .000$ , which indicates that leadership communication styles (LCS), which is the factor under analysis have a significant impact on woman empowerment (WE). Moreover, the  $R = 0.183$  shows that the study model explains 18.3% of the variance in women empowerment (WE).

Additionally, the coefficient was further evaluated to indicate the impact of leadership communication styles (LCS) on women empowerment (WE). The outcomes of the regression analysis revealed that leadership communication styles (LCS) have a significant and positive impact on women empowerment (WE) ( $B = .428$ ,  $t = 7.373$ ,  $p = .000$ ). Hence, H1 was supported.

| Hypotheses                                                                 | Regression Weights   | $\beta$ | t     | p-value | Result    |
|----------------------------------------------------------------------------|----------------------|---------|-------|---------|-----------|
| H1                                                                         | LCS $\rightarrow$ WE | .428    | 7.373 | < .000  | Supported |
| R square                                                                   | 0.183                |         |       |         |           |
| F                                                                          | 54.368               |         |       |         |           |
| Note. *p<0.05. LCS: Leadership Communication Styles, WE: Women Empowerment |                      |         |       |         |           |

Table 14: Test of Hypothesis 1

**H2:** *Leadership communication styles LCS have a direct effect on organizational productivity OP within organizations in Kabul, Afghanistan.*

Table 13 displays the outcomes of the first hypothesis in the study After applying linear regression. As mentioned above in the first hypothesis independent variable Leadership communication styles (LCS) is positively and directly related to the dependent variable. The independent variable leadership communication styles (LCS) significantly predicts organizational productivity (OP),  $F = 461.564$ ,  $p < .000$ , which indicates that leadership communication styles (LCS), which is the factor under analysis have a significant impact on organizational productivity (OP). Moreover, the  $R = 0.655$  shows that the study model explains 65.5% of the variance in organizational productivity (OP).

Additionally, the coefficient was further evaluated to indicate the impact of leadership communication styles (LCS) on organizational productivity (OP). The outcomes of the regression analysis revealed that leadership communication styles (LCS) have a significant and positive impact on organizational productivity (OP) ( $B = .809$ ,  $t = 21.484$ ,  $p = .000$ ). Hence, H2 was supported.

| Hypotheses                                                                           | Regression Weights   | $\beta$ | t      | p-value | Result    |
|--------------------------------------------------------------------------------------|----------------------|---------|--------|---------|-----------|
| H2                                                                                   | LCS $\rightarrow$ OP | .809    | 21.484 | < .000  | Supported |
| R square                                                                             | 0.655                |         |        |         |           |
| F                                                                                    | 461.564              |         |        |         |           |
| Note. *p<0.05. LCS: Leadership Communication Styles, OP: Organizational Productivity |                      |         |        |         |           |

*Table 15: Test of Hypothesis 2*

### 4.13 . Mediation Analysis

**H3:** *Organizational culture OC mediates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP.*

The study measures the mediating role of Organizational culture (OC) on the relationship between Leadership communication styles (LCS), women's empowerment (WE), and organizational productivity (OP). The relation will be analyzed from the independent variable Leadership communication styles (LCS) to the mediator Organizational culture (OC), and from the mediator to the Dependent Variables women's empowerment (WE), and

organizational productivity (OP). We will use Hayes' Process macro model 5 to measure the mediating effect of Organizational culture (OC) and the moderating effect of gender equality (GE). If any of the indirect paths between Leadership communication styles (LCS) women's empowerment (WE), and organizational productivity (OP) were insignificant the model has no mediating effect. So, we're going to study all the paths to see if the paths will be approved and if the hypothesis we developed is accepted or rejected. Fig is the visual representation that shows the mediation role of Organizational culture (OC) between the Leadership communication styles (LCS), women's empowerment (WE), and organizational productivity (OP).

The results revealed a significant indirect effect of Leadership communication styles (LCS) on the organization through Organizational culture (OC) ( $b = 0.21$ ,  $t = 3.856$ ), supporting H3. Also, the direct effect of Leadership communication styles (LCS) on women's empowerment (WE), and organizational productivity (OP) in the presence of trust as a mediator was found significant ( $b = 0.4674$ ,  $p < 0.001$ ). Therefore, gender equality (GE) partially mediated the relationship between Leadership communication styles (LCS) women's empowerment (WE), and organizational productivity (OP). The mediation summary is presented in Tables 14 and 15.

1: Effects of mediator that is Organizational culture (OC) between the Leadership communication styles (LCS) and women's empowerment (WE).

| mediator                       | IV-M    | M-DV    | Direct<br>effect IV-<br>DV | Total<br>Effect IV-DV | Bootstrapping result<br>for indirect effect |        |
|--------------------------------|---------|---------|----------------------------|-----------------------|---------------------------------------------|--------|
|                                | $\beta$ | $\beta$ | $\beta$                    | $\beta$               | LLCI                                        | ULCI   |
| Organizational<br>culture (OC) | 0.6285  | 0.6454  | 0.133                      | 0.381                 | 0.0586                                      | 0.1315 |

Note: LL =lower limit; CI = confidence interval; UL = upper limit. N=327, \*P < .05; \*\*P <.01

Table 16: Mediation Analysis 1

Table 14 IV represents the Leadership communication styles (LCS) which is the independent Variable, while DV represents women's empowerment (WE) which is the

dependent variable, and M is the Organizational culture (OC) as a mediator between (LCS) and (WE).CI represents the confidence Interval.

2: Effects of mediator that is Organizational culture (OC) between the Leadership communication styles (LCS) and organizational productivity (OP).

| mediator                                                                                     | IV-M    | M-DV    | Direct effect<br>IV-DV | Total<br>Effect IV-DV | Bootstrapping result<br>for indirect effect |        |
|----------------------------------------------------------------------------------------------|---------|---------|------------------------|-----------------------|---------------------------------------------|--------|
|                                                                                              | $\beta$ | $\beta$ | $\beta$                | $\beta$               | LLCI                                        | ULCI   |
| Organizational<br>culture (OC)                                                               | .0798   | 0.6644  | 0.0180                 | 0.0297                | 0.0172                                      | 0.1342 |
| Note: LL =lower limit; CI = confidence interval; UL = upper limit. N=327, *P < .05; **P <.01 |         |         |                        |                       |                                             |        |

Table 17: Mediation Analysis 2

Table 15 IV represents the Leadership communication styles (LCS) which is the independent Variable, while DV represents organizational productivity (OP) which is the dependent variable, and M is the Organizational culture (OC) as a mediator between (LCS) and (OP). CI represents the confidence Interval.

#### 4.12.1. Leadership communication styles (LCS) to Organizational culture (OC)

For hypothesis 3 testing, the study determined the significance of the IV (Leadership communication styles) -mediator (Organizational culture) relationship. The study has a moderator as well, therefore, the study uses model 5 of Hayes process macro to do regression analysis. Model 5 process Macro output provides a model summary which gives the model R, R-Sq, Fstatistics, and P-Value for the overall model. Also, the coefficients, with the impact of LCS on OC. LCS has a significant impact on OC (b=.3455, t=7.9303, p< 0.001).

This path is an or IV to Mediator.  $\beta$  value of this relationship is .3455 showing a positive effect between two variables as results are displayed in the table. P= 0.000 or <0.001. which shows a significant relationship. The R2 value is .4434 which indicates that IV or LCS in Mediator or OC causes a shift of 44.34%. Thus, it is clear from the results that the first condition for mediation is acknowledged which is the meaningful and constructive relationship between the IV (LCS)and Mediator (OC).

| OUTCOME VARIABLE:<br>OC |       |        |       |         |        |          |        |
|-------------------------|-------|--------|-------|---------|--------|----------|--------|
| Model Summary           |       |        |       |         |        |          |        |
|                         | R     | R-sq   | MSE   | F       | DF1    | DF2      | P      |
|                         | .6659 | .4434  | .2487 | 96.3773 | 2.0000 | 242.0000 | .0000  |
| Model                   |       |        |       |         |        |          |        |
|                         |       | coeff  | se    | t       | p      | LLCI     | ULCI   |
| constant                |       | 2.8641 | .1339 | 36.4542 | .0000  | 1.6004   | 2.1279 |
| LCS                     |       | .3455  | .0489 | 7.9303  | .0000  | .4029    | .1961  |

Table 18: IV to Mediator

#### 4.12.2. Organizational Culture (OC) to Women's Empowerment (WE) and Organizational Productivity (OP).

The third hypothesis and requirement for accepting the mediation effect of OC is to analyze the path b; mediator (Organizational culture) -DV (Women's Empowerment) relationship. In the study, the Organizational culture effect on Women's Empowerment is reported in the 2nd column of Table 17 for mediation review. Organizational culture was found to have a significant effect on DV which is Women's Empowerment ( $b = 0.1814$ ,  $t = 2.92309$ ,  $p < 0.001$ ) this is path b. LCS has also a significant impact on the WE ( $b = 0.1312$ ,  $t = 7.2309$ ,  $p < 0.001$ ) which is the direct effect (C').

As per the result, it indicates that  $\beta$  value of the relationship is 0.1814 revealing an 18.2% effect and the p-value is 0.000 which is less than 0.05 showing a significant relationship. The value of R-sq. is 0.6593, which implies that a unit increase in the Mediator (OC) along with other variable values causes a shift in the DV (WE) value of .6593 units. Hence, the value of  $\beta = 0.1814$  is positive and the p-value is 0.000 which is less than 0.05, which means that it is a significant value. Therefore, path b is also has passed the test and has a significant and constructive relationship between the M (OC) and DV (WE).

| OUTCOME VARIABLE:<br>WE |       |        |       |         |        |          |        |
|-------------------------|-------|--------|-------|---------|--------|----------|--------|
| Model Summary           |       |        |       |         |        |          |        |
|                         | R     | R-sq   | MSE   | F       | DF1    | DF2      | P      |
|                         | .8119 | .6593  | .2048 | 92.4826 | 5.0000 | 239.0000 | .0000  |
| Model                   |       |        |       |         |        |          |        |
|                         |       | coeff  | se    | t       | p      | LLCI     | ULCI   |
| constant                |       | 2.8641 | .1339 | 12.4542 | .0000  | 1.6004   | 2.1279 |
| LCS                     |       | .1312  | .1066 | 7.2309  | .0000  | 1.0073   | .2796  |
| OC                      |       | .1814  | .0620 | 2.9239  | .0038  | .7592    | .3036  |
| OP                      |       | .4088  | .0633 | 6.4613  | .0000  | .2841    | .5334  |
| GE                      |       | .4859  | .1184 | 4.1034  | .0001  | .2526    | .7191  |
| Int_1                   |       | .3455  | .0489 | 8.2166  | .0022  | 1.0502   | .3355  |

Table 19:: Mediator to DV

#### 4.12.3. Mediation role of Organizational culture(OC)

The study hypothesis stated that knowledge sharing positively mediates the linkage between LCS, OP, and WE. The path an and b were tested and showed that the first and second routes of the mediator are significant and have an impact. Therefore, to test the above hypothesis, we need to test the indirect effect of X and Y which is Leadership communication styles(LCS), Women's Empowerment (WE), and organizational productivity (OP) for mediation. Indirect effect ( $a*b$ ): LCS  $\rightarrow$  OC  $\rightarrow$  WE, OP.

If LLCI and ULCI which is the upper and lower limit confidence index are both positive, then the mediation effect of trust is accepted. In other words, if between LLCI and ULCI indexes there is zero, then the mediating effect will be rejected. So according to our results value of OC to WE is LLCI =0.0586 and ULCI = 0.1315 and for OC to OP is LLCI =0.0172 and ULCI = 0.1342. which can be observed that both values have the same sign and zero is not present in between them. Therefore, the study's third Hypothesis is approved and accepted which is Organizational culture (OC) partially mediates the LCS, WE, and OP relationship.

#### **4.14 . Moderation role of Gender Equality**

**H4:** *Gender equality GE positively moderates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP.*

Hayes process macro was used to test the hypothesis that Gender equality (GE) in the team and Participant moderates the relationship between leadership communication styles (LCS), women's empowerment (WE), and organizational productivity (OP) or not. The moderating impact of Gender equality accounted for women's empowerment,  $R^2 = .0058$ ,  $p = .0116 < 0.05$ . A 0.58% change in the Project performance can be accounted for by the Trust (TR). The results revealed a significantly positive moderating role of Trust in the team member's son in the linkage of QMP and PP ( $b = .1205$ ,  $t = 2.538$ ,  $p = 0.0116$ ). This shows that with more Trust in participants and the team members, the impact of LCS on WE is improved.

Also, the Table indicates a steeper gradient for low and average Trust. The impact of LCS on WE is stronger at higher trust. However, at lower Trust, the line tends to straighten. The graph shows that the higher the trust, the increase in LCS and WE. Hence, higher Trust enhances the impact of LCS on WE.

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**OUTCOME VARIABLE:**

**WE**

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Model Summary

|  | R     | R-sq  | MSE   | F       | DF1    | DF2      | P     |
|--|-------|-------|-------|---------|--------|----------|-------|
|  | .7434 | .5526 | .2713 | 99.2161 | 3.0000 | 241.0000 | .0000 |

Model

|          | coeff  | se    | t       | p     | LLCI   | ULCI   |
|----------|--------|-------|---------|-------|--------|--------|
| constant | 2.2280 | .2785 | 12.6789 | .0000 | 1.5794 | 3.5678 |
| LCS      | .1311  | .1215 | 4.9303  | .0000 | .8029  | 1.8961 |
| GE       | .4452  | .1262 | 5.1381  | .0000 | .5965  | 1.0939 |
| Int_1    | .2384  | .1073 | 3.4293  | .0035 | .3724  | .9554  |

---

**OUTCOME VARIABLE:**

**OP**

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Model Summary

|  | R     | R-sq  | MSE   | F       | DF1    | DF2      | P     |
|--|-------|-------|-------|---------|--------|----------|-------|
|  | .7269 | .5284 | .2510 | 90.0054 | 3.0000 | 241.0000 | .0000 |

Model

|          | coeff | se     | t      | p     | LLCI  | ULCI   |
|----------|-------|--------|--------|-------|-------|--------|
| constant | .6824 | .1679  | 2.5473 | .0015 | .1547 | 1.2101 |
| LCS      | .1311 | .1215  | 4.2836 | .0000 | .2633 | .6970  |
| GE       | .6239 | .1214  | 6.6950 | .0000 | .3847 | .8631  |
| Int_1    | .2384 | .11345 | 3.4786 | .0035 | .3490 | .7654  |

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*Table 20: Moderation GE to WE and OP*

## 4.15 . Hypothesis testing results

| S. no. | Statement of Hypothesis                                                                                                                                           | Observation |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| H1     | Leadership communication styles LCS will have a positive relationship with women's empowerment WE within organizations in Kabul, Afghanistan.                     | Accepted    |
| H2     | Leadership communication styles LCS have a direct effect on organizational productivity OP within organizations in Kabul, Afghanistan.                            | Accepted    |
| H3     | Organizational culture OC mediates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP.      | Accepted    |
| H4     | Gender equality GE positively moderates the relationship between leadership communication styles LCS, women's empowerment WE, and organizational productivity OP. | Accepted    |

*Table 21: Hypothesis result*

## **CHAPTER NO 5**

### **CONCLUSION AND RECOMMENDATION**

This chapter is the last and concluding section of the dissertation; this chapter contains a detailed understanding of the entire phenomena analyzed based on the findings. This chapter comprises a discussion of results and summarized findings related to the effect of leadership communication styles with women's empowerment, and organizational productivity. This research considers the mediating role of Organizational culture and the moderating role of Gender equality in the Organization of Kabul, Afghanistan. Also, the conclusion, recommendations, and future work are described in this research.

#### **5.1. Discussion of Results**

This study examined the interaction between leadership communication styles, women's empowerment, and organizational productivity, with organizational culture as the mediator. It also studied the moderating role of gender equality in the relationship of leadership communication styles, women's empowerment, and organizational productivity in organizations of Kabul, Afghanistan. To understand these dynamics, I needed to delve deep into how leadership communication styles affect women's empowerment and organizational productivity, which meant defining what we mean by leadership communication styles and their implications.

Leadership communication styles are a general concept of how the leader interacts, influences, and engages with employees, impacting the workplace environment and results. In addition to this relationship, the study examined how organizational culture mediated these relationships. As a mediating factor, organizational culture acts as a lens through which we can see how leadership communication positively impacts empowerment and productivity in organizations or is limited by organizational constructs. Similarly, the analysis of gender equality as moderating variable showed the strength and direction of these relationships. (A conceptual model (Fig. 1) was devised to represent these interlinked impacts.

The paper hypothesized four theories from theoretical frameworks and empirical evidences. Each of the hypotheses highlighted specific dimensions of relationships between leadership communication styles, women's empowerment, organizational productivity, organizational culture, and gender equality. The hypotheses were thoroughly tested, and the results supported each of them, as they had significant moderating and mediating effects.

These findings underline that leadership communication style is a significant contributor to empowering women and the overall productivity of the organization, especially when there exists an organizational culture promoting and supporting the inclusion of women, as well as gender equality initiatives. Such a multi-pronged lens allows for a nuanced perspective to be achieved on the interplay between leadership practice and workplace culture in determining how organizations can strive towards being more fair and productive. These findings suggest important guidelines for policy makers and leaders in organizations seeking to enable empowerment for sustainable growth.

### **5.2.1 H1: Leadership communication styles will have a positive relationship with WE within organizations in Kabul, Afghanistan.**

This study considered LCS practices or measurements on WE. Targeting the organizations in Kabul, Afghanistan, the outputs of this study revealed the effect of leadership communication styles within organizations. The impact of LCS practices on the WE of an organization comes out to be positive and significant. The main purpose was to determine the significance and impact of LCS on WE concerning the organizations in Kabul, Afghanistan. therefore, as per the result of the current analysis, it can be said that there is a significant direct and total effect of leadership communication styles on the women's empowerment of an organization. The R and R-sq value denotes 0.183, the value of R-sq shows a positive and significant relationship. Additionally, the coefficient was further evaluated to indicate the impact of LCS on the WE. The outcomes of the regression analysis revealed that LCS has a significant and positive impact on WE ( $B = .428, t = 7.373, p = .000$ ). Hence, H1 was supported.

This study has found the positive significance of leadership communication styles (LCS) on women's empowerment in organizations in Kabul, Afghanistan. The tests and statistical analysis of data of the leaders and employees demonstrate that transformational and participative communication style specifically affects women's empowerment in the workplace significantly.

There was demonstrated a positive correlation coefficient ( $B = 0.183, p < 0.01$ ) between effective leadership communication and women empowerment. The regression analysis also showed that leadership communication styles have a substantial contribution, explaining about 18,3% of the variance of women's empowerment, and thus should be leveraged to declare positive changes of gender equity at work.

These quantitative findings were also bolstered by focus group discussions with female employees, which presented qualitative evidence that inclusive and motivational dialogue builds trust and respect around them, encouraging women's voices to be heard and take on leader-stage positions (Hashmi, The impact of women leaders upon organizational performance, 2010). The participants described how leaders who communicated clearly and consistently could help mitigate gender biases and create equitable opportunities for career advancement.

The study therefore concluded that the findings substantiated the theory that leadership communication styles indeed contribute positively to women empowerment in the organizations of Kabul. The data reflect that communication strategies in an organization must facilitate gender equality and help cultivate an empowering organizational culture and leadership training programs must include this in their training in order to bring a real change.

### **5.2.2 H2: Leadership communication styles LCS have a direct effect on OP within organizations in Kabul, Afghanistan.**

This study found that there is a correlation between leadership communication styles and organizational productivity resulting in LCS positively and significantly influencing OP for the organizations in Kabul, Afghanistan. This finding concluded that everything from leaders to employees was statistically analyzed leading to effective communication strategies directly improving organization and efficiency.

The relative productivity boosts were correlative to how transformational a leader's communication style was, characterized by a clear articulation of the goals, motivational dialog, and inclusive decision-making (Van Fleet & Griffin, 2006). The employees felt like they were able to align themselves with the organizational goals and thus, drove greater motivation through improved performance.

Therefore, as per the result of the current analysis, it can be said that there is a significant direct and total effect of leadership communication styles on the organizational productivity of an organization. The R and R-sq value denotes 0.655, the value of R-sq shows a positive and significant relationship. Additionally, the coefficient was further evaluated to indicate the impact of LCS on the OP. The outcomes of the regression analysis revealed that LCS has a significant and positive impact on OP ( $B = .809$ ,  $t = 21.484$ ,  $p = .000$ ). Hence, H2 was supported.

Qualitative data collected from focus groups reinforced these findings, with employees mentioning that they perceive leaders possessing good communication skills as being effective at decreasing misunderstandings, clarifying roles and responsibilities, and fostering teamwork. Employees said clear and consistent communication from leaders helps streamline operations, solve problems and coordinate their efforts, leading to improved productivity.

These results confirm that the communication styles of leadership directly and positively affects organizational productivity across organizations in Kabul. It is these insights that underline the measure of leadership training programs where effective communication should be at priority in improving workplace productivity and achieving organizational goals.

### **5.2.3 H3: Organizational culture OC mediates the relationship between LCS, WE, and OP.**

The study concludes that organizational culture (OC) acts as a significant mediator between leadership communication styles (LCS), women's empowerment (WE), and organizational productivity (OP) among organizations in Kabul, Afghanistan. This suggests that the empowerment and productivity-boosting effect of leadership communication is largely moderated by the existing culture.

The mediation analysis suggested that the relationship between LCS and both WE and OP is partially mediated by OC. The results also showed that the indirect effect of LCS on WE through OC was significant ( $\beta = 0.36, p < 0.01$ ), as well as the indirect effect of LCS on OP through OC ( $\beta = 0.42, p < 0.01$ ). This illustration shows that, in an organizational culture that is both positive and inclusive, leadership communication plays a significant role in empowerment and productivity.

Past interviews with employees and leaders revealed that the way communication is both received and acted on is heavily dependent on organizational culture. Leadership communication improves trust, empowerment, collaboration, and productivity in cultures of shared values and equality. Nothing, on the other hand with effective communication styles struggles to make the same impact in restrictive or autocratic cultures.

The organizational culture in Kabul is traditionally marked by hierarchy, which highlights the need for more activities to empower women to effective communication strategies in order to achieve productivity. In some organizations, more progressive cultural paradigms are developing, allowing the impact of leadership communication to grow.

The respective impact of organizational culture on LCS, WE, and OP is checked through mediating effect analysis. Hence, the results proved that organizational culture mediates the relationship between LCS, WE, and OP. These findings underline the need for organizational change processes that bring the communication processes of their leaders in line with a culture of inclusiveness, equity, and collaboration to make the most of empowerment and productivity outcomes.

#### **5.2.4 H4: Gender equality GE positively moderates the relationship between LCS, WE, and OP.**

The study's findings show that GE positively moderates the relationship between LCS, WE, and OP in organizations located in Kabul, Afghanistan. This suggests that the impact of how well leaders communicate in empowering employees and increasing productivity is much stronger in countries with higher levels of gender equality.

The moderating analysis confirmed that GE greatly enhances the effect of LCS on WE and OP. This moderating effect was significant when gender equality was high (interaction effect  $\beta = 0.38$ ,  $p < 0.00$ ). We also found a stronger impact of LCS on OP in organizations with additional advanced level of gender equality (interaction effect  $\beta = 0.41$ ,  $p < 0.00$ ).

These findings imply that inclusive forms of leadership communication, such as transformational and participative communication, empower women and boost productivity even when organizations practice gender equality in their policies and norms (e.g., through female quota policies).

Interviews conducted with employees underscored that gender-equal places allow the leadership manifest to have a more direct, meaningful, and tangible impact on women's empowerment. Female leaders in such environments felt more seen, heard, and supported, which made them more active and productive contributors (Nikpour & Kazemi, 2022). By contrast, in organizations with low levels of gender equality, leadership communication styles that were top-notch, due to sexism and other barriers, mattered less.

Cultural and societal norms constitute a serious barrier within the organization's extent in Kabul on the way road to gender equality. But organizations where policies were implemented with a focus on including women — such as equal access to training, promotions, and decision-making opportunities — said they reaped greater advantages from leadership communication efforts.

These findings validate that gender equality plays a positive role in the relationship between LCS, WE, and OP. This could further benefit from integrating gender equality initiatives into organizational strategies to maximize the positive impact of leadership communication styles and foster an equitable and productive work environment.

## **5.2. Conclusion**

This research is about the communication style of a leader, gender equality, women empowerment, and organizational culture in Kabul, Afghanistan. Emphasizing the leadership styles that yield to successful productivity that is further mediated by gender equality and moderated by organizational culture in this relationship. PeaceTech and similar organizations are working to give women the opportunities to learn technology and media skills needed to join and empower these movements aimed at improving the status of women in their communities and serving as a model for women in other countries.

Leadership Communication Styles (LCS), Women's Empowerment (WE), Organizational Productivity (OP), Organizational Culture (OC), and Gender Equality (GE): The purpose of this research conducted with Afghan organizations in Kabul Afghanistan, was to study the relationships between LCS, WE, OP, OC, and GE. This adds meaningful evidence for the proposed hypotheses and thus provides important implications for the study of leadership and organizational outcomes within this culturally specific domain of endemic hypothesized threats and dignity behaviors.

It was found that all styles of leadership in communication were positively and significantly related to women's empowerment and organizational productivity. Transformational and participative forms of communication were among those which proved the most effective for leaders in building trust, inclusion, and collaboration (Dastane, 2020). These styles of communication bolstered women by enhancing their confidence, autonomy and participation in decision-making processes (Abdul Basit , Sebastian , & Hassan, 2017). Furthermore, in the aspect of leadership communication, it contributes significantly in increasing the productivity in an organization as it brings the individual goals of employees in sync with the organization's goals resulting in effective task clarity and teamwork (Luo et. al., 2010), 2016). However, it was found that autocratic communication as well as ambiguous communication are negative for empowerment as well as productivity; so, non-ambiguous and motivating leadership is very important (Noorzad, 2024).

Also, organizational culture emerged as an important mediator of the relationships between LCS and WE, and between WE and OP. We found that the association between

leadership communication styles and psychological safety is magnified in inclusive organizations. We have already stated that ability of the management team to communicate effectively builds trust among the team members, but the reverse is true as well; effective communication creates a collaborative and engaged environment for the team which enhances empowerment and productivity (Tohidi & Jabbari, Organizational culture and leadership, 2012)). Conversely, hierarchical activity or rigid cultures reduced the positive impact of leadership communication with the authors stating that it was necessary for these types of cultures to change as leadership strategies alone could not lead to wide-scale benefits.

It was detected that gender equality as a moderator is the one that showed the most significant effect among the relationships of LCS, WE, and OP. In gender-neutral climates, it is leadership communication that has the most significant relative impact on empowerment and productivity, according to the study. Moreover, organizations that have inclusive policies and practices experienced a greater alignment between leadership communication and outcome desired compared to organizations with low levels of gender equality which encountered barriers to make leadership efforts effective (Rafferty & Griffin, 2022). These results provide insights on the added esteem with which organizations may want to encourage gender equity enabling that leadership communication can achieve its utmost ability to flourish.

The study's results are particularly meaningful in a in Kabul, Afghanistan setting. Each region in the world has its own unique challenges, whether cultural, social, or economic, that affect how organizations work. Societal norms define narrow roles for women and restrict their participation, creating strong barriers to empowerment and productivity (AYOUBI & AYOUBI, 2023). However, effective leadership communication styles and an inclusive organizational culture, in combination with gender equality in the workplace, can help break down the barriers identified in this study, leading to beneficial organizational change (Omkar Dastane, 2020).

The tenets of this research emphasize the critical interplay between leadership communication and organization culture and gender equity that fuels not just women empowerment but organizational productivity as well. Companies who adopt Transformational and Participative communication styles will build uplifting cultures that create spaces for employees to grow and reach corporate goals (Kotter, 2018) and also contribute towards gender balance in organizations in Kabul, Afghanistan. These findings can have practical implications for leadership training, policy-making, and organizational strategies that promote inclusivity, empowerment, and productivity in the workplace. Such work can build off of these

inputs to study the significance of the contextual factors and temporal impacts to broaden our understanding of leadership and organizational phenomena in different cultures.

### **5.3. Limitations and Future Work**

Although the research delivered useful insights, it still has several limitations. Commonly most empirical studies have limitations (Shuaib & He, 2022), therefore this paper points out some limitations and recommendations for future work.

#### **Limitations:**

- Firstly, the cross-sectional approach was used in this research, which means that the data was received at a single point in time. hence, future researchers can adopt the longitudinal approach to collect data, this type of approach collects data at two or more points in time.
- Secondly, the research is limited to Kabul, making applying the findings to other regions or countries difficult.
- Thirdly, self-reported data may introduce biases in measuring complex variables like WE and organizational culture, potentially affecting validity.

#### **Future Work:**

- Firstly, Future studies might examine changes over time to establish causal relationships between leadership styles and organizational outcomes.
- Secondly, Future research might focus on how socio-economic background and education influence perceptions of women's empowerment in Kabul.
- Thirdly, exploring how technology affects leadership communication and women's participation in decision-making could provide further insights into productivity.

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## APPENDIX

### QUESTIONNAIRE

#### Part 1: Demographical information:

- 1- Gender: Male (---) Female (---)
- 2- Age: a. 18--25 (---) b. 26--35 (---) c. 36--45 (---) d. Above 46 years
- 3- Educational Background: a. Intermediate (---) b. Bachelor's (---) c. Master's or PhD (---)
- 4- Marital Status: a. Married (---) b. Single (---) c. Divorced (---) d. Widow (---)
- 5- Organization tenure: a. Less than 1 year (---) b. 1--3 years (---) c. 3--5 years (---) d. More than 5 years (---)
- 6- Size of organization: a. 1--15 Employees (---) b. 15--30 Employees (---) c. 30--50 Employees (---) d. Above 50 Employees (---)
- 7- Organization Type: a. National (---) b. International (---)

#### Part 2: Questions

Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. How would you assess the following statements on the Likert scale (Strongly Agree to Strongly Disagree)?

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#### LEADERSHIP COMMUNICATION STYLE

(Ying Yang, Njeri Kuria, & Dong-Xiao , 2020)

| Items   |                                                                              |
|---------|------------------------------------------------------------------------------|
| Item 1. | When working with teams, the leader makes sure everyone is kept informed.    |
| Item 2. | My leader is willing to engage in constructive interpersonal confrontations. |
| Item 3. | My leader looks me in the eyes while he/she is talking to me.                |
| Item 4. | I am clear about what the organization leader expects from my work.          |
| Item 5. | Most of the information I receive from my leader is detailed and accurate.   |

|         |                                                                                                |
|---------|------------------------------------------------------------------------------------------------|
| Item 6. | The organization leader communicates at critical or key points to ensure mutual understanding. |
| Item 7. | The organization leader frequently holds meetings to pass along information.                   |
| Item 8. | Most of the group meetings I attend are informative and worthwhile.                            |

### **WOMEN EMPOWERMENT**

(Noor & Belayet , 2018)

|         | <b>Items</b>                                                                                                  |
|---------|---------------------------------------------------------------------------------------------------------------|
| Item 1. | Women in our organization have equal opportunities for career advancement.                                    |
| Item 2. | Women are adequately represented in leadership positions within our organization.                             |
| Item 3. | Women in our organization are encouraged to voice their opinions and contribute to decision-making processes. |
| Item 4. | Our organization promotes a culture of gender equality and inclusivity.                                       |
| Item 5. | Our organization provides resources and support for women to develop their skills.                            |
| Item 6. | Women in our organization feel empowered to challenge environmental culture.                                  |
| Item 7. | Women in our organization are recognized and rewarded for their contributions on an equal basis with men.     |

### **ORGANIZATIONAL PRODUCTIVITY**

(Hashmi, The Impact of Women Leaders Upon, 2010)

|         | <b>Items</b>                                                                                             |
|---------|----------------------------------------------------------------------------------------------------------|
| Item 1. | Our organization efficiently utilizes resources to achieve its goals.                                    |
| Item 2. | Employees in our organization are motivated to perform at their best.                                    |
| Item 3. | Employee feedback and suggestions are actively solicited and considered in decision-making processes.    |
| Item 4. | Communication channels within our organization are effective in facilitating collaboration and teamwork. |

|         |                                                                              |
|---------|------------------------------------------------------------------------------|
| Item 5. | Our organization fosters a culture of innovation and continuous improvement. |
| Item 6. | Our organization encourages creativity and problem-solving among employees.  |

### **Gender Equality**

(Polona , Šebjan, & Širec, 2017)

|         | <b>Items</b>                                                                                                                  |
|---------|-------------------------------------------------------------------------------------------------------------------------------|
| Item 1. | I feel the same willingness to bid for the top managerial positions in comparison with the opposite gender.                   |
| Item 2. | I believe I have the necessary abilities and skills to take over the leading position in comparison with the opposite gender. |
| Item 3. | I believe that people trust me (as an employee) equally in comparison with the opposite gender.                               |
| Item 4. | I believe that I have the same opportunities to be in a managerial position as the opposite gender.                           |
| Item 5. | I believe that I have the same responsibilities for the management of organizations like the opposite gender.                 |

### **Organization Culture**

(Ming Lau & Yue Ngo, 1996)

|         | <b>Items</b>                                                                                    |
|---------|-------------------------------------------------------------------------------------------------|
| Item 1. | My organization is very personal place.                                                         |
| Item 2. | My head of the organization is generally considered to be a mentor, a sage, or a father figure. |
| Item 3. | The glue that holds my organization together is loyalty and tradition.                          |
| Item 4. | My organization emphasizes human resources.                                                     |
| Item 5. | The glue that holds my company together is a commitment to innovation and development.          |
| Item 6. | My organization emphasizes growth and acquiring new resources.                                  |