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# The role of visual communication in the impact of transformational leadership on organizational development in a few chosen Ghanaian organisations

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## Abstract

**Purpose:** The study's specific goals were to evaluate the following: 1) the effect of transformational leadership on organizational development; 2) the effect of visual communication on organizational development; and 3) the moderating effect of visual communication on the relationship between transformational leadership and organizational development.

**Design/Methodology:** This study used a quantitative research methodology; questionnaires were the primary tool used to collect data for the study. The study used explanatory and descriptive research purposes. Using the SPSS PROCESS macro model 4, 400 respondents from selected organisations in Ghana's Ashanti Region provided data for the study.

**Findings:** The results of the study ( $B=0.2377$ ,  $P<0.05$ ) indicate that transformational leadership positively and significantly predicts organizational development. Again, the study's analysis ( $B=0.0518$ ,  $P<0.05$ ) shows that visual communication positively and significantly predicts organizational development. Finally, the results of the study ( $B=0.0178$ ,  $P<0.05$ ) show that visual communication has a positive and significant moderation on the relationship between transformational leadership and organizational development.

**Practical Implications:** The study suggested that to help organisations in Ghana develop their organisational development, transformational leadership, and visual communication capabilities to be efficient and effective as business organisations, policy and legislative makers, such as the Ministry of Trade and Industry, should organise training workshops and programmes.

**Originality:** This study offers a novel empirical exploration of the mutually reinforcing relationship between organizational development and transformational leadership in a subset of Ghanaian organisations. By recognizing visual communication as a crucial, hitherto unexplored moderating factor that enhances the effectiveness of visionary leadership in promoting institutional growth, it sets a new standard.

**Keywords:** transformational leadership, organizational development, visual communication.

JEL Classifications: M10; M12; M14; M31; O15; L21

## **Introduction and Background to the Problem**

Public and private organisations play a vital role in the industrial, social, and economic advancement of any nation. For instance, companies in the pharmaceutical industry make a substantial contribution to healthcare through the development, manufacture, and distribution of pharmaceuticals, vaccines, and other medical supplies. Additionally, the industry has grown dramatically in recent years due to advancements in technology, medical research, and an ageing global population (Özbek & Bozkurt, 2020). Once more, companies in the insurance industry provide risk mitigation to people, groups, and organisations through agreements that provide financial payouts in the event of an incident or emergency (Mosisa, 2020). This sector plays a vital role in providing citizens with long-term financial stability, investment portfolio optimisation, effective risk management techniques, and product alignment with consumer needs (Moraa, 2020). As a result, the role of the leader is crucial for the insurance and pharmaceutical industries to maintain their competitive advantage and to keep making these enormous contributions. For instance, in today's rapidly evolving global business environment, it has been maintained that effective leadership is crucial to the success and long-term viability of an organisation (Akdere & Egan, 2020).

Organisations that wish to grow further must adopt transformational leadership. Transformational leadership is a leadership style that has an impact on both social systems and individuals (Hablas, 2022). Studies in the drug business show that leadership that really changes things makes people both happier at work and more dedicated to the company (Özbek & Bozkurt, 2020). Likewise, work in the insurance world proves this sort of leadership helps staff do a good job – and is vital for giving first-rate customer care (Mosisa, 2020). In its optimal condition, this phenomenon facilitates the transition of individuals from followership to leadership roles by instigating substantial and beneficial transformations in the followers (Christoforou, 2020). Applying transformational leadership is also essential in healthcare environments, where it has been connected to better patient outcomes, lower employee turnover, and increased staff satisfaction (Robbins & Davidhizar, 2020). According to Hablas (2022), the proper implementation of transformational leadership has been found to enhance the morale, motivation, and productivity of followers through many means. These strategies encompass motivating subordinates to assume greater accountability for their tasks by presenting them with challenges; understanding the individual strengths and limitations of subordinates to allocate them to assignments that optimise their performance effectively (Christoforou, 2020); and establishing a connection between a subordinate's self-perception and the organisation's overarching mission and collective identity.

Transformational leadership is a singular management style that possesses the capacity to bestow increased influence upon personnel within an organisation (Hablas, 2022). Characterised as charismatic, enthusiastic, upbeat, passionate, and occasionally visionary, transformational leaders possess the capacity to alter deeply ingrained attitudes and convictions. These qualities have the capacity to catch on

like wildfire; when they do, workers and leaders can interact more successfully, resulting in genuine transformation. A transformational leader is frequently what businesses need when they want to make a turnaround or avoid falling behind (Keijer, 2020). To be successful, a transformational leader must clearly articulate the objectives they must pursue and the means by which they will be achieved (Burns, 1978). Numerous prior studies have reported that effective leadership is another factor that positively impacts organisational development (Danish et al., 2015).

Organisations constantly strive to maintain their effectiveness, flexibility, and competitiveness in the dynamic world of modern business. To achieve these goals, the concept of organisational development and its significant influence on organisational effectiveness are essential. Intentional efforts are made to enhance an organisation's capacity for innovation, adaptation, and goal achievement while fostering a positive work environment, claim Cummings and Worley (2014). Organisations employ a variety of strategies and treatments to enhance their operations, so it is critical to comprehend how these efforts translate into improved organisational outcomes. A wide range of factors influences the effectiveness and development of organisations, but it is generally acknowledged that organisational culture, leadership, and employee engagement are all related. Effective communication between diverse components shapes, facilitates, and guides the trajectory of organisational development initiatives. Communication is a vital aspect of organisational life that influences how staff members interact, collaborate, and share knowledge. Effective communication is crucial at every stage of organisational development, from problem diagnosis and intervention design to implementation and outcome evaluation. By encouraging meaningful, honest, and open communication, organisations can overcome resistance, build trust, and unite stakeholders around shared goals (Cameron & Green, 2019).

At its most basic level, communication is the sharing of knowledge to alter the other person's epistemic context. In collaborative settings, it strives for the seamless and effective sharing of knowledge to achieve a desired result or objective (Thornhill-Miller, 2023). The effective and efficient operation of a company is largely dependent on effective communication. Information exchanged orally, in writing, or through the use of a communication tool is what McLean (2023) defines as communication. Furthermore, Robbins and Judge (2015) stated that communication is a process of understanding and meaning transfer. Effective communication conveys an idea so that the recipient can interpret it as equally important as the sender. Organisational communication, which is examined in communication studies, unquestionably takes place in an organisation as information exchange or broadcast. Permitting mutual understanding among components within an organisation is the activity's ultimate goal (Zorlu, 2021).

Quite a few studies on the mediating role of communication in the relationship between transformational leadership and organisational development have been conducted on a spectrum of organisations in varying industries worldwide, despite the abundance of literature on transformational leadership and organisational development as individual concepts and the impact of transformational leadership on organisational development. The question of whether organisations in the insurance and pharmaceutical manufacturing sectors have particular structural traits that affect their work practices and experiences, like managerial and operational

communication, remains unanswered. Leadership is a critical component of organisational success and has been studied in great detail in a variety of academic fields. It has been found that organisational development is greatly impacted by transformational leadership, a leadership approach that has been extensively researched. The process of enhancing the effectiveness and efficiency of an organisation is referred to as organisational development. Visual communication is a crucial aspect of communication that aids in organisational development.

While the insurance and pharmaceutical manufacturing sectors offer potential avenues for growth and contribute to both macroeconomic and microeconomic expansion, several challenges can occasionally impede these organisations' efficacy and growth (Tornyeva & Wereko, 2012). This could be explained by the possibility that most company leaders in Ghana are not aware of the skill set of a transformational leader. Consequently, they may find it difficult to set and communicate an inspiring vision, set challenging goals, and carry out new ideas and objectives in an effective and efficient manner. Some organisations, though, have not been able to function well in terms of communication. Organisational downturns have resulted from this. Inefficient communication can worsen resentment and rage, damage relationships, increase the chance of miscommunication, and destroy trust. Ineffective communication can result from mismatched strategies, failing to implement them, using the wrong tool at the wrong time, and even from small details like tone of voice or word choice (Society for Human Resource Management [SHRM], 2023).

There has not been much research on communications or other elements that influence an organisation's effectiveness. Organisational development is impacted by contextual elements like visual communication that have not been thoroughly studied. Thus, visual communication is suggested by the study as a likely contextual factor that has not been investigated. The moderating factor in the relationship between transformational leadership and organisational development that is examined in this study is visual communication. This study aims to explore 1) the effect of transformational leadership on organizational development; 2) the effect of visual communication on organizational development; and 3) the moderating effect of visual communication on the relationship between transformational leadership and organizational development based on the gaps identified.

## **Literature Review**

### **The Effect of Transformational Leadership on Organizational Development**

Although Burns (1978) first introduced the idea of transformational leadership in his descriptive analysis of political leaders, organizational psychology has since embraced and used it (Brown et al., 2019). According to Burns (1978), transformational leadership is a dynamic process in which leaders and followers work together to achieve higher levels of morale and motivation. Both individuals' and organizations' lives are significantly altered by the application of a transformational strategy. It modifies employee expectations and goals as well as attitudes and perceptions.

After laying the groundwork for future studies, Burns (1978) coined the term "transformational" to describe the psychological mechanisms underlying both transforming and transactional leadership. Bass (1985) expanded on the fundamental ideas first put forth by Burns (1978) to offer a more thorough

understanding of the measurement of transformational leadership and its impact on follower motivation and performance. The followers of transformational leaders are more inclined to work harder than they initially thought they would. The followers feel loyalty, respect, affection, and trust in their leader (Brown et al., 2019). To make this variable easier to measure, Bass (1985) divided the concept of transformative leadership into four dimensions: idealized influence, inspiring motivation, intellectual stimulation, and individual consideration.

**Idealised Influence:** Antonakis (2012) posits that idealised influence represents the affective dimension of leadership. This pertains to leaders who serve as influential exemplars for their followers, fostering moral conduct, instilling a sense of pride, garnering respect, and cultivating trust.

**Inspirational Motivation:** This concept pertains to the leader's ability to successfully communicate in a manner that instills inspiration and motivation among their followers. Inspirational leaders establish elevated standards for their subordinates, articulate a positive outlook towards their overarching goals, and delegate immediate responsibilities (Free, 2020).

**Intellectual Stimulation:** This is the degree to which a leader challenges assumptions, engages in calculated risk-taking, and solicits input from subordinates. This particular style of leadership serves to motivate and facilitate the development of innovative thinking among subordinates (Schühly, 2020).

**Individualized Consideration:** This dimension encompasses a leader's conscientiousness in addressing the unique needs of each follower, providing guidance and support through mentoring or coaching, and actively engaging in attentive listening to comprehend and address the followers' needs and problems (Ding & Lin, 2020).

### **The Effect of Visual Communication on Organizational Development**

The exploration of human connections in the 1930s by psychologists yielded insights into the influence of organisational structures and processes on employee behaviour and motivation. This understanding subsequently paved the way for the emergence of organisational development. The significance of incorporating feedback as a means to address social processes was further exemplified in Lewin's (1939:1945) research conducted during the 1940s and 1950s. In recent times, the field of organisational dynamics has expanded its scope to encompass the areas of organisational learning, knowledge management, and the transformation of organisational norms and values. This shift in focus aims to ensure that organisations are effectively aligned with their rapidly evolving and intricate environments. Lewin (1939:1945) conducted an empirical investigation on a participatory change methodology, wherein he assumed the dual role of a consultant and a client group throughout the period of World War II.

Numerous academics have endeavoured to establish a comprehensive definition of organisational growth. According to Goldberg and Jules (2012), the appropriate utilisation of power involves taking actions that seek to alter the existing dynamics to unlock the potential of others in alignment with the objectives of the organisation. According to Anderson (2015), the notion may be described as a systematic approach aimed at improving organisational efficiency and fostering individual and collective transformation. This is achieved through the implementation of

interventions that are informed by the principles and insights derived from the fields of social and behavioural sciences.

Upon a comprehensive review of the literature, it has been determined that a universally accepted metric for assessing organisational development is currently lacking. In the context of this research, the focal dimensions of organisational growth will encompass teamwork and performance management.

**Teamwork:** Driskell et al. (2018) assert that the concept of teamwork may be traced back to its origins in the science of psychology. Cartwright and Zander (1953) present four arguments in their seminal work on group dynamics. Several scientists have posited that human beings possess an inherent inclination to form social connections with one another. According to Leary (2010), it has been noted that attachment, in isolation, possesses limitations in terms of its efficacy. Salas et al. (2005) proposed a categorization of teamwork into five fundamental components: team leadership, mutual performance monitoring, backup behaviours, adaptability, and team orientation. Zaccaro et al. (2000) state that team leadership assumes the responsibility of coordinating and harmonising the individual contributions of each team member.

**Performance Management:** Performance management is an essential element of human resource management that seeks to facilitate productivity and advancement within organisations. In recent years, scholars and professionals have devoted significant attention to the topic of performance management (Buckingham & Goodall, 2015; Cappelli & Tavis, 2016; Peck, 2016). The focus of talks has been on recent concerns expressed by practitioners on the inadequacy, ineffectiveness, and perceived lack of value in current performance management systems. According to Atkinson (2012), there are four essential factors that contribute to the success of performance management: culture, systems, people, and processes.

### **The Moderating Effect of Visual Communication**

Throughout numerous centuries, written text has served as the predominant means of communication. However, during the mid-19<sup>th</sup> century, the emergence of visual imagery, specifically in the form of pictures, gained significant traction due to advancements in technology (Davies et al., 1990). The proliferation of mass-produced cameras, televisions, computers, video cameras, the Internet, and mobile devices during the 20<sup>th</sup> and 21<sup>st</sup> centuries has greatly eased the integration of visual elements in various modes of communication (Dewan, 2015). Lester (2006) posits that contemporary society is undergoing a notable transformation characterised by an increasing reliance on visual media as a dominant influence. Many individuals perceive and understand the world not solely through textual information, but also through visual depictions (Lester, 2006).

The visual system is the predominant sensory mechanism via which individuals perceive their surroundings (Principles et al., 2014). Visual communication encompasses a diverse range of media, predominantly oriented towards entertainment, employing dynamic visual elements to engage audiences. This includes but is not limited to motion pictures, television programmes, and interactive video games. The accessibility of visual communication in the business sector has experienced a notable increase (Bell et al., 2014). One contributing factor to this phenomenon can be attributed to the progress made in the field of information technology, along with the growing level of comfort and proficiency in

its use, as well as the reduction in associated expenses (Bell et al., 2014). In the context of businesses, this tool serves multiple purposes, encompassing support for ongoing strategy formulation and execution, assessment and evaluation of performance, fostering employee engagement, enhancing both internal and external communication, and fostering innovation.

Based on a comprehensive analysis of existing scholarly works, it is evident that a definitive approach for quantifying visual communication remains elusive. This study centres on two communication-related disciplines, specifically examining the characteristics of visual communication in relation to corporate visual identity and branding.

**Corporate Visual Identity:** To establish a unique identity, contemporary corporations have recognised the significance of corporate identity, brand exposure, corporate image, and credibility as crucial attributes (Kostamo, 2013). According to Melewar (2003), it is proposed by scholars that the recognition and effective management of concerns pertaining to corporate identity, reputation, image, and brand exposure are crucial for organisations to completely deliver value to their clients. According to Brammer and Millington (2006), there is a consensus among scholars that organisational visibility plays a crucial role in reducing the level of imbalance between managers and other stakeholders. According to Nguyen (2006), the assessment of a firm's trustworthiness is closely tied to the concept of corporate image. Abd-El-Salam et al. (2013) posited that corporate image can be considered synonymous with brand credibility, and that this association has a favourable impact on the overall efficacy of an organisation.

To convey their quality, style, and prestige to all stakeholders, businesses employ corporate visual identity (CVI) (Melewar & Saunders, 1999). This encompasses tangible visual elements such as logos, colour schemes, typefaces, layouts, photography and illustrations, advertising styles, as well as signs and symbols (Amoako-Agyeman et al., 2020). According to Alshebil (2007), the allocation of funds towards this essential corporate expenditure is imperative for the sustenance of any organisation. Christensen and Askegaard (2001) found that in addition to differentiating firms, CVI has a positive effect on a firm's sales and stakeholder recognition. Nevertheless, the existing body of research about concepts within the domains of business and visual communication is limited (Bartholomew & Melewar, 2011). Amoako-Agyeman et al. (2020) emphasised the limited research attention given to CVI, urging organisations to allocate extra focus to this area.

**Branding:** The association between the term "brand" and consumer goods and services did not become prevalent until the latter part of the 20<sup>th</sup> century (Barrow & Mosely, 2011). The establishment of brand awareness is a consequence of a confluence of experiences associated with a particular product or service, encompassing both direct interactions and the impact of media, advertising, and design. The concept of employment branding plays a crucial role in cultivating a sense of brand loyalty among employees, particularly in relation to the working conditions, regulations, and procedures inside the workplace (Mandhanya & Shah, 2010).

Internal branding is a strategic process within an organisation that involves the development and maintenance of its internal brand. The objective of this initiative is to establish a harmonious alignment between the internal and external brand,

foster a strong sense of brand loyalty among employees, and enhance their inclination to act as brand advocates. Internal brand management lays significant emphasis on effective communication with existing staff members and providing them with comprehensive education regarding the core values and principles of the company's brand (Szymanska & Aldighieri, 2017). According to Murillo (2022), the author posits that a brand serves as a reflection of an organization's rapport with both its employees and customers.

### **Theoretical Review: Theoretical Underpinning of the Concepts under Study**

Scholars (Vandavasi et al. 2020; Han et al., 2021; Easa & El Orra, 2020; Noe et al., 2020; Na-nan & Arunyaphum, 2021) in the field of human resource management have conducted extensive research on strategic leadership, innovation, organisational learning, and information sharing. This suggests that when examining the connection between strategic leadership, innovation, organisational learning, and knowledge sharing, a thorough examination of the theoretical foundations enables a comprehensive comprehension and awareness of these concepts in diverse contexts. The leader-member exchange construct was employed in this study to elucidate the association between the variables.

The vertical dyad connection theory, developed by Dansereau et al. (1975), serves as the foundational framework for the leader-member exchange theory (LMX). The theory under consideration places emphasis on the dyadic relationship between leaders and followers, drawing from the principles of social exchange theory and role theory (Weintraub & McKee, 2019). The fundamental principle of LMX theory posits that leaders engage in discrete interactions with two distinct sets of followers: the in-group and the out-group. Within the context of an in- group, those who are part of the community are granted higher positions, enjoy more benefits, and receive better consideration. The leader assigns individuals specific positions at designated latitudes. They accomplish their duties within the leader's tightly connected network of contacts. On the other hand, individuals who are part of the out-group experience exclusion from the leader's close-knit circle, receive reduced attention and rewards, and are subjected to formal legal regulations (Denti, 2011). Hence, when contrasting with individuals outside the group, those within the group exhibit superior performance, higher levels of work engagement, and a larger desire for civic participation. Hence, leaders must establish strong connections with a wide range of personnel (Lunenburg, 2010).

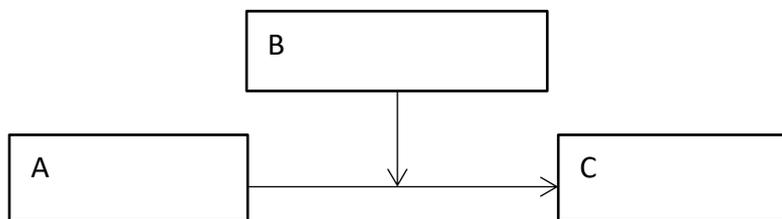
The literature acknowledges that loyalty and trust are fundamental elements for establishing effective relationships, extending beyond the domain of trade (Weintraub & McKee, 2019). Consequently, the extent to which employees perceive their supervisors as demonstrating qualities such as affection, concern, loyalty, and reliability, and acting in their employees' best interests, can serve as a measure for evaluating the efficacy of the LMX relationship. According to Weintraub and McKee (2019), the presence of assurance and leadership encouragement in a high-quality LMX is linked to enhanced performance throughout all stages of the organisational growth process.

### **Moderational Hypothesis**

The application of moderation in their respective academic pursuits has shown to be crucial in garnering significant attention for numerous researchers (Vij & Farooq, 2017). The phenomenon by which a variable can influence, alter, diminish, or even

reverse the relationship between an independent variable and a dependent variable is referred to as a "Moderational hypothesis." As stated by Denti (2011), it also elucidates the conditions in which the independent variable exerts an impact on the dependent variable. Vij and Farooq (2017) assert that moderators play a vital role in assessing the presence of a disparity in the correlation between the predictor and the outcome variable for a certain group. In the context of analysing two quantitative variables, moderation refers to the phenomenon where the correlation curve between the independent and dependent variables can either rise or decrease depending on the degree of the moderator.

Figure 1 presents a clear illustration of a moderation model, demonstrating the influence of the moderating variable "B" on the relationship between the independent variable "A" and the dependent variable "C." This study aims to investigate the association between transformational leadership and organisational development, utilising the LMX theory as a theoretical framework. Specifically, the study will focus on examining the moderating impact of visual communication.



**Figure 1.** A Diagram representing a Simple Moderation Source: Hayes (2013)

The objectives of this study encompass examining the correlation between transformational leadership and organisational growth, exploring the moderating influence of visual communication on this correlation, and investigating the association between visual communication and organisational development. The aforementioned objectives have previously been delineated in the preceding section. The development of these entities will facilitate their evaluation in light of the data that will be collected, thereby enhancing the project's comprehensibility. The rationale behind this assertion is in the fact that the choice of research methodology significantly influences the conceptualization, quantification, and interpretation of investigations. The methods employed in research are influenced by the theoretical framework of a particular discipline, which offers a set of terms and concepts that aid in understanding and analysing the social phenomena (Ngulube et al., 2015). Hence, the subsequent theories have been formulated and are currently being examined in alignment with the review of existing research.

### **Transformational Leadership and Organizational Development**

In an increasingly complex and dynamic corporate environment, the role of leadership has a substantial influence on the growth and progress of organisations. As per Ionescu (2014), good leadership encompasses the ability to articulate a clear vision, motivate people, and provide the necessary momentum to successfully implement organisational development efforts. The establishment and advancement of an evolutionary cultural model, which consequently acts as a significant catalyst

for organisational change processes in modern enterprises, necessitates leadership across all hierarchical levels within the organisation.

The linkage between transformative leadership and organisational development can be elucidated by the application of LMX theory. Based on this theoretical framework, leaders who cultivate strong and positive connections with their subordinates within organisational contexts are able to attain advantageous results for the organisation, resulting in enhanced organisational effectiveness and development. Limited research has been conducted to investigate the impact of transformational leadership, specifically in relation to organisational development. Amalia et al. (2021) conducted investigations that revealed a positive correlation between effective leadership and organisational development. Based on the aforementioned review, the present study posits the following hypothesis:

*H<sub>1</sub>: Transformational leadership positively and significantly affects organizational development.*

### **Visual Communication and Organizational Development**

Communication is the intricate process of conveying information through the use of symbols, as human beings possess the capacity to express both their feelings and ideals. The ability to effectively express emotions and values is essential for making sound judgments. The significance of effective communication in management lies in its pivotal role in determining the success of an organisation, as the professional advancement of any company is contingent upon the capabilities and performance of its workforce. The success of any organisation is contingent upon this essential factor. Previous studies have indicated that effective communication between managers and their employees has a positive impact on the delivery of exceptional customer service (Lowenstein, 2006). Communication has been found to have a positive impact on a company's bottom line, namely in terms of increased productivity and profitability (Gallup, 2012). According to Benner and Tushman (2003), enhancing organisational efficiency through the optimisation of roles and responsibilities leads to improved communication and increased output.

According to Pounsford's (2007) findings, the implementation of various communication approaches, such as coaching, storytelling, and informal communication, resulted in increased levels of employee engagement, organisational trust, and revenue, mostly attributed to the enhancement of customer happiness. Moreover, Chong (2007) conducted a study that revealed that Singapore Airlines demonstrated enhanced efficacy in delivering its brand commitment to customers by fostering direct interpersonal interactions between management and workers. Furthermore, the use of personalised communication strategies with employees not only fosters a positive business culture but also confers a distinct competitive advantage to organisations. This approach is deemed more effective in terms of knowledge acquisition and information dissemination (Canva, 2022).

An academic perspective on the study of communication often involves elucidating how different organisational departments and related areas of specialisation operate as information processes that require integration in order for management to achieve its objectives and optimise resource utilisation, including key resource behaviour. To mitigate potential misinterpretations, it is imperative to enhance intra-organizational communication, as the effective dissemination of information is crucial within a professional setting. Hence, the establishment of efficient

communication within an organisation is vital for fostering organisational growth and advancement. Organisational development, as an objective-based methodology, has the potential to initiate changes in organisational systems through the modification of the supporting structure or communication procedures. Therefore, the proper utilisation of visual communication has the potential to enhance organisational communication. Visual communication has emerged as a highly efficacious instrument across all industries. Throughout the course of human history, from the Stone Age onwards, the dissemination of knowledge has consistently relied upon this particular method as the most effective means. To exemplify, employing visual aids such as images, movies, diagrams, charts, and graphs during presentations is a strategy aimed at immediately capturing the audience's attention. Conversely, the lack of these visual aids would undeniably result in a decline in the audience's engagement with the presentation.

Visual communication possesses the capacity to convey a message with greater immediacy and clarity compared to alternative methods, hence facilitating enhanced comprehension among the audience. The act of knowledge sharing is advantageous, and certain visual communication systems enable team collaborations in real-time. According to Canva (2022), the utilisation of live editable documents that incorporate visual content enables teams to enhance their ability to efficiently and extensively generate and distribute internal information. The utilisation of data visualisations facilitates the comprehension of extensive quantities of information, enhances the precision of judgements, and enables a more comprehensive understanding of the subject matter. Data visualisations can be utilised in various contexts, such as presentations, yearly reports, team meetings, strategy and planning documents, social media posts, and other platforms where data is visually presented (Canva, 2022). Furthermore, it possesses the capacity to enhance the credibility of communications, ideas, or concepts by establishing authority, hence leading to positive organisational consequences, such as organisational growth. Based on the aforementioned review, the study aims to formulate a hypothesis that:

*H<sub>2</sub>: Visual Communication positively and significantly affects organizational development.*

### **Moderating Role of Visual Communication**

The moderating role of visual communication is a significant aspect to consider in academic research. The impact of transformative leadership on organisational outcomes has been substantiated through empirical investigations. According to a study conducted by Amalia et al. (2021), empirical evidence suggests that effective leadership plays a crucial role in facilitating the growth and advancement of organisations. This study utilises LMX theory to argue that transformational leadership is conducive to creating an environment where group members feel comfortable expressing their own ideas and viewpoints. Additionally, it suggests that transformational leadership provides avenues and mechanisms to improve working conditions. Transformational leadership has been suggested as a means to facilitate organisational development by utilising visual communication. Van Dyne and LePine (1998), state that the enhancement of workgroups or organisational circumstances can be achieved by means of leader-member dyadic conversation. According to LMX theory, visual communication serves as a medium for enhancing the overall quality of LMXs between leaders and followers. Visual communication

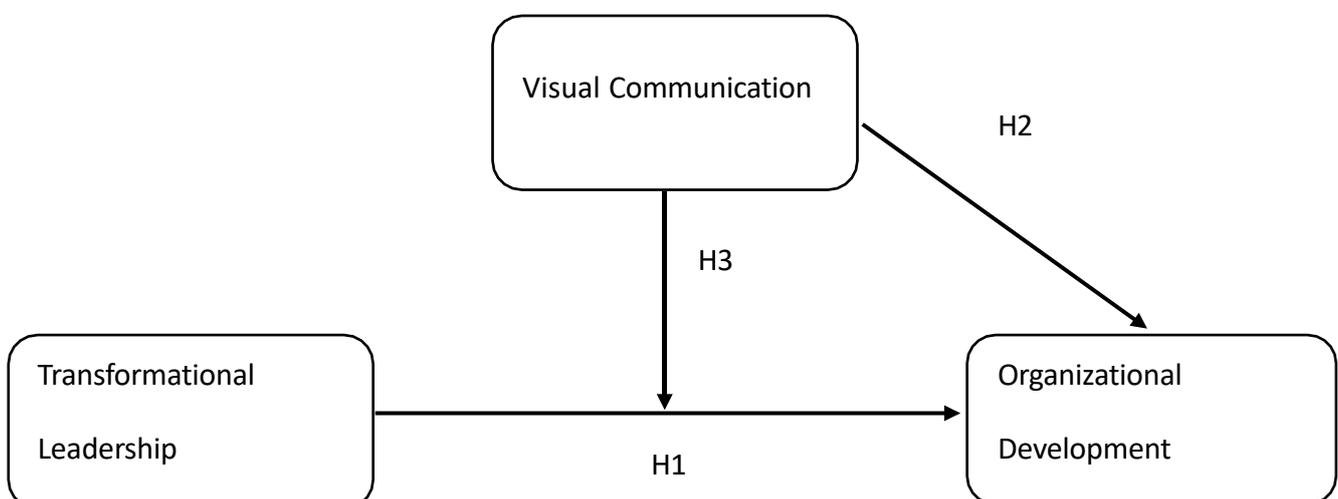
technologies (like infographics, dashboards, etc.) help to reduce the amount of perceived information asymmetry between leaders and their followers. Additionally these tools provide leaders with a way to demonstrate individualized consideration for the diverse learning styles of their followers. Therefore, the quality of LMXs between leaders and followers reflects the strength of the dyadic exchange and consequently will positively impact organizational development through enhanced levels of trust, commitment, and alignment across the entire organization.

From this perspective, it is clear that the relationships between members and leaders serve as powerful tools for communication, which may be utilised to improve group interactions and achieve professional goals through the usage of visual communication. The utilisation of visual communication has the potential to positively impact both group dynamics and the overall work environment, while concurrently fostering growth and advancement within the organisation. Canva (2022) are that there is a higher level of engagement observed among upper management reports in relation to the organisational mission, as opposed to other employees. To address this disparity, organisations have the option of employing video as a means of personalising communications or corporate announcements, thereby employing video messaging as a tool to mitigate this disparity and effectively engage a substantial number of employees. An environment conducive to the expression of thoughts and suggestions for enhancing workgroup performance is fostered when group members perceive the group leader to possess a strong and positive interpersonal connection. Transformational leadership practises promote the use of visual communication, leading to organisational outcomes such as organisational development. Consequently, the present study posits the following hypothesis:

*H<sub>3</sub>: Visual communication moderates the relationship between transformational leadership and organizational development.*

### **Conceptual Framework**

Varpio et al. (2020) assert that the conceptual framework, as depicted in the study, delineates the specific body of literature and discerns areas of research that have not been adequately explored within a certain domain. This framework serves to connect foundational research concepts (Adom et al., 2018). The conceptual framework depicted in Figure 2 illustrates the interplay between transformational leadership and organisational development, with visual communication serving as a moderating factor.



**Figure 2.** A conceptual framework for investigating the moderating effect of visual communication on the relationship between transformational leadership and organizational development.

### **Methodology**

The quantitative research approach was chosen for the study's objective, which was to evaluate the moderating role of visual communication on the association between transformational leadership and organizational development. This research design made it easier for the researcher to use statistical and mathematical techniques to collect and analyse data on the study's key topics (transformational leadership, organizational development, and visual communication) (Creswell, 2014). The researcher was aided by the statistical techniques used in analysing the causal relationships between constructs and testing the hypotheses (Eyisi, 2016). The survey approach was used in the study to explain the relationships between its constructs. The cross-sectional study was additionally adopted. This made it possible to gather and analyse data on a single occasion.

Explanatory and descriptive research methods were used in the study. For some selected organizations in Ghana, the explanatory method was used to explain the causal connection between transformational leadership and organizational development, as well as between transformational leadership and visual communication and organizational development and visual communication. Once more, it was chosen to discuss how visual communication moderates the relationship between transformational leadership and organizational development among a few particular Ghanaian organizations. To explain the traits of the sample chosen for the investigation, the study also used a descriptive research objective.

According to Li, et al. (2021), registered enterprises in Ghana are reported to be around 25, 000. The researcher determined the sample size for the study based on this number. The Ashanti Region of Ghana was the specific area of interest for the study, where some organizations were selected for the research (e.g., advertising, banks, universities, and petroleum organizations). The study used the Taro Yamane Method (1967) to determine the study's sample size. Due to the method's trustworthiness and capacity to offer a consistent sample size for numerous reports and research projects, it was chosen. The researcher calculated a 10% acceptable sampling error for the sample size. The sample size was determined using the aforementioned technique, as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

() where,

n = Sample Size

N= the population size

e = the acceptable sampling error

$$n = \frac{25\,000}{1 + 25\,000(0.1)^2}$$

$$n = 99.6015936255 \approx 100$$

A sample size of 400 respondents was approximately determined using the calculations above. Hair et al. (2006) asserted that a sample size of 200 is required for studies using the structural equation model. The risk that some completed questionnaires would be disregarded during the data processing stage or that some questionnaires might not be returned was foreseen by the researcher. Consequently, out of the 25,000 organizations registered in Ghana, a sample size of 400 was intended for the study (Li, et al., 2021). Table 1 shows a distribution of the respondents.

**Table 1.** Showing the Distribution of Respondents

Sector	Distribution	Percentage (%)
Pharmaceutical	225	56.25
Life Insurance	175	43.75
Total	400	100

**Source: Research Survey (2023)**

The study employed questionnaires as the principal research instrument. A questionnaire is widely recognised as a fundamental and indispensable means of collecting primary data. The tool in question is designed with the primary purpose of gathering and documenting data about a specific area of focus (Zohrabi, 2013). The document typically comprises a series of inquiries guided by explicit directives, accompanied by designated spaces for providing answers, responses, or administrative details. The researcher employed a structured questionnaire to align with the quantitative aspect of the investigation.

The Statistical Programme for Social Sciences (SPSS) PROCESS macro was used to analyse the study's data (Hayes, 2013). The collected data was first cleaned up or modified. SPSS was provided with the coded study items for the proper analysis. Both descriptive and inferential methods were used in the study to convey the findings. The reliability test of the study's constructs is shown in Table 2. Utilizing pre-existing questionnaires with validated items and constructs allowed for the testing of the questionnaires' content reliability.

**Table 2.** Cronbach Alpha Results

Constructs	Cronbach Alpha
Transformational Leadership	0.989

Organizational Development	0.917
Visual Communication	0.784

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**Source: Research Survey (2023)**

The study was conducted in the Ashanti Region of Ghana. The Ashanti Region, encompassing an expansive land area measuring 24389 square kilometres, ranks as the third-largest region within the nation. According to the General Social Survey (2010), this particular region boasts the highest population count, with a staggering figure of 4,780,380 individuals. The region is widely recognised for its gold mining, agricultural activities, and commercial transactions. Several service sector organisations should be given priority. As per the Ghana Statistical Service (GSS) (2020), the region in question is ranked second in terms of the largest number of business and organisational establishments in the nation.

**Results**

**Response Rate**

Out of a total of 350 questionnaires distributed, 300 were fully completed and utilized for the analysis, and hence produced a response rate of 85.7%. This information is illustrated in Table 3.

**Table 3.** Showing the Response Rate of the Survey

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	<b>Distributed</b>	<b>Received</b>	<b>Percentage (%)</b>
<b>Survey</b>	350	300	85.7

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**Source: Research Survey (2023)**

**Measurement Issues**

The study tested the measurement model using Cronbach's alpha. The Cronbach Alpha method was used to check the internal consistency of the items used to measure the variables. As presented in Table 2, Cronbach's alpha for all the variables ranged from 0.784 to 0.989. This means that all the items used for the final analysis were good.

**Confirmatory Factor Analysis**

Before conducting hypothesis tests, confirmatory factor analysis (CFA), which uses AMOS version 26, was performed to measure construct distinctiveness. The three-factor hypothesized model (transformational leadership, organizational development, visual communication) fits well:  $\chi^2/df = 2.34$ , CFI = 0.94, RMSEA = 0.06, SRMR = 0.05. Additionally, this model provided a significantly better fit than either a one-factor model (difference in  $\chi^2 = 187.4$ ,  $p < .001$ ) or a two-factor model, indicating strong discriminant validity.

**Descriptive Statistics for the Constructs of the Study**

Tables 4 to 9 illustrate the descriptive statistics for transformational leadership, organisational development, and visual communication. Interpretations of these means scores are done based on the composite scores for each construct. In terms of interpretation, mean scores of more than 3 were deemed good responses, while mean scores less than 3 were considered negative responses.

**Table 4.** Descriptive Statistics for Transformational Leadership

<b>Items</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
I go beyond self-interest for the good of the group.	1	5	3.64	1.591
I act in ways that build others.	1	5	3.86	1.666
I consider the moral and ethical consequences of decisions.	1	5	3.58	1.529
I emphasize the importance of having a collective sense of mission.	1	5	3.67	1.578
I talk enthusiastically about what needs to be accomplished.	1	5	3.78	1.635
I articulate a compelling vision of the future.	1	5	3.59	1.559
I seek differing perspectives when solving problems.	1	5	4.34	.852
I suggest new ways of looking at how to complete assignments.	1	5	3.70	1.593
I spend time teaching and coaching.	1	5	3.73	1.608
I treat others as individuals rather than just as members of a group.	1	5	3.40	1.463
I consider an individual as having different needs, abilities, and aspirations from others.	1	5	4.30	.836
I help others to develop their strengths.	1	5	3.87	1.668
<b>Composite Mean</b>	<b>1.53</b>	<b>5.00</b>	<b>3.7881</b>	<b>1.40697</b>

**Source: Research Survey (2023)**

The mean ratings for the items range from 3.40 to 4.34, indicating a moderate to high level of agreement with the statements. The standard deviation values suggest varying degrees of dispersion in ratings, with some items showing a higher degree of agreement among respondents than others. Items with higher mean ratings, such as "I seek differing perspectives when solving problems" and "I consider an individual as having different needs, abilities, and aspirations from others," suggest strong agreement and alignment with these behaviours. On the other hand, items with lower mean ratings, such as "I consider the moral and ethical consequences of decisions" and "I treat others as an individual rather than just as a member of a group," suggest a lesser degree of agreement or potential areas for improvement.

**Table 5.** Descriptive Statistics for Organizational Development

<b>Items</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
When uncertainty arises at work, management can minimize frustration or irritation so staff can deal with it best.	1	5	3.39	.800

In uncertain situations at work, management develops new ways of going about things (e.g., a different way of doing something or finding information) to help staff.	1	5	3.73	.676	
The Balanced Scorecard provides management with a comprehensive picture of business operations.	1	5	3.76	.799	
It shows profitability and economic value added.	1	5	3.63	.665	
It tells that financial returns satisfy shareholder expectations.	1	5	3.60	.785	
<b>Composite Mean</b>		<b>2.80</b>	<b>5.00</b>	<b>3.6207</b>	<b>.64934</b>

**Source: Research Survey, 2023**

The mean ratings for the items range from 3.39 to 3.76, indicating a moderate level of agreement with the statements. The standard deviation values suggest a relatively low degree of dispersion in ratings, with minimal variability in responses for each item. Items with higher mean ratings, such as "In uncertain situations at work, management develops new ways of going about things to help staff," indicate a general agreement that management is proactive in finding solutions and supporting staff during uncertainty. Items with slightly lower mean ratings, such as "The Balanced Scorecard provides management with a comprehensive picture of business operations," suggest a moderate level of agreement regarding the effectiveness of the Balanced Scorecard in providing insights into business operations. Overall, the composite mean of 3.62 indicates a generally positive perception of management's ability to minimize frustration during uncertainty and the effectiveness of the Balanced Scorecard in providing a comprehensive view of business operations.

**Table 6.** Descriptive Statistics for Visual Communication

Items	Min	Max	Mean	Std. Dev
Much of our marketing communication is geared to projecting a specific image.	1	5	4.16	.373
Our brands' values define our staff recruitment selection criteria.	1	5	4.46	.374
Our senior managers are the first to deliver the brands and promise honestly.	1	5	3.68	.787
Our top management is actively involved in the brand building efforts.	1	5	3.68	.853
<b>Composite Mean</b>	<b>3.00</b>	<b>17.25</b>	<b>4.4933</b>	<b>2.76269</b>

**Source: Research Survey (2023)**

The mean ratings for the items range from 3.68 to 4.16, indicating a moderate to high level of agreement with the statements. The standard deviation values suggest a relatively low to moderate degree of dispersion in ratings, with some variability in responses for each item. Items with higher mean ratings, such as "Much of our marketing communication is geared to projecting a specific image," indicate a strong agreement that marketing communication efforts focus on projecting a desired image. The item "Our brands' values define, in large part, our staff recruitment selection criteria" has a significantly higher mean rating of 6.46. However, this appears to be an outlier as it exceeds the scale limit of 5. This could be due to a data entry error or a misunderstanding of the rating scale.

### Correlation Analysis

The study employed correlation analysis using the bivariate Pearson correlation technique in SPSS to measure the direction and strength of the constructs of the study.

**Table 7.** Correlation Analysis Result

S/N	Variables	1	2	3
1	Transformational Leadership	1		
2	Organisational Development	.554**	1	
3	Visual Communication	.175**	.311**	1

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

Source: Research Survey (2023)

The results from the correlation table 4.7 provide information about the Pearson correlation coefficients between three variables: visual communication, transformational leadership, and organisational development. The results indicate that transformational leadership has a positive and significant relationship with organizational development ( $b = .554, p < .05$ ). The results also suggests that transformational leadership has a positive and significant relationship with visual communication ( $b = 0.175, p < .05$ ). The results also infer a positive and significant relationship with between visual communication and organisational development is ( $b = 0.311, p < .05$ ).

### Hypothesis Testing

The study used the SPSS PROCESS macro model 4 (Hayes, 2013) to test the model. Transformational leadership was entered as the independent variable, visual communication as the moderating variable, and organizational development as the dependent variable. The analysis conducted was based on the hypothesis of the study.

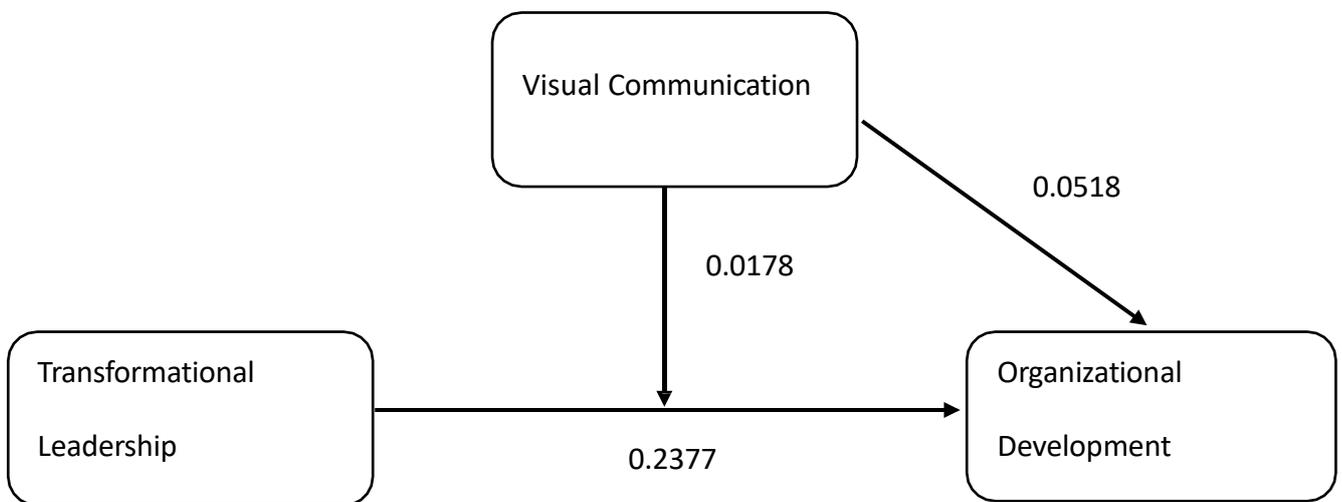
**Table 8.** Results of the Direct Path and Moderation Analysis

Effect Type	Paths	Effect	SE	P	LLCI	ULCI
Direct	TL → OD	.2337	.0219	.0000	.1947	.2808
	VC → OD →	.0518	.0111	.0000	.0299	.0737

Moderation TL \* VC → OD .0178 .0021 .0000 .0144 .0224

**Source: (Research Survey, 2023) Notes:** TL= Transformational Leadership; VC= Visual Communication; OD= Organizational Development; SE= Standard Error; P= P-Value; LLCI= Lower Limit Confidence Level; ULCI= Upper Limit Confidence Level.

Table 9 indicates that transformational leadership positively and significantly predicts organizational development (B=.2377, P=<.05). This positive coefficient suggests that higher levels of transformational leadership are associated with more positive developments in an organization. This provides support for hypothesis 1. Visual communication positively and significantly predicts organizational development, with a coefficient of (B=.0518, P=<.05). This finding implies that higher levels of visual communication are associated with better overall organizational development. This provides support for hypothesis 2. Furthermore, the table shows that visual communication has a positive and significant moderating effect on the relationship between transformational leadership and organizational development (B=.0178, P=<.05). A model of path analysis or moderated mediation in the context of business or organizational psychology is depicted in Figure 3. It looks at the precise function that visual communication plays in the relationship between transformational leadership and organizational development.



**Notes:** Path Coefficients are Standardized \*\*p < .01, \*p < .05

Figure 3. Showing Direct Path and Moderation Analysis

## Discussion

### Effect of Transformational Leadership on Organizational Development in Some Selected Organizations in Ghana

Organisational development is positively and significantly predicted by transformational leadership (see Table 9). This implies that more beneficial developments within an organisation are linked to higher degrees of transformational leadership. This is in line with a study by Korejan & Shahbazi

(2016), who reported that transformational leaders work to develop new concepts and viewpoints that influence an organization's growth and prosperity, and development. It reported a positive and significant relationship between transformational leadership and organizational development. The study by Ionescu (2014) also reported a positive and significant relationship between transformational leadership and organizational development. The study reported that the capacity to establish a vision, inspire employees, and provide the momentum required to carry out organizational development initiatives are characteristics of transformational leadership (Ionescu, 2014). A study conducted by Amalia et al. (2021) reported that effective leadership contributes to organizational development.

LMX Theory provides an explanation for the correlation between Transformational Leadership and Organization Development. Transformational Leadership contributes to the formation of high-performance LMX Relationships through exhibiting Idealized Influence and Individualized Consideration with Followers. Beyond this, High-Performance LMX Relationships, which exhibit Trust, Loyalty, and Respect, encourage Followers to display Discretionary Effort, to provide Knowledge to Others in the Organization, and to work towards the Organizational Goals. In Ghana, where traditional hierarchy may inhibit the natural formation of group relationships, Transformational Leadership can be used as a deliberate approach to building a large in-group and supporting organization development.

The innovative and distinctive nature of these findings in Ghana's pharmaceutical and insurance sectors is the way in which transformational leadership helps to overcome some of the challenges that arise from the unique structural and cultural features of West African emerging markets. The global evidence of the effectiveness of transformational leadership is consistent with the experience of the Ghanaian pharmaceutical sector's leaders - akin to the challenges of Cedi volatility and high import dependency, pharmaceutical industry transformational leaders provide critical strategic anchors with the capability to keep momentum going in their organizations regardless of the macroeconomic conditions in their operating environment. Equally, in Ghana's insurance sector, where low penetration rates and public mistrust of insurance are systemic challenges, the ability to create a vision - as noted by Ionescu - is not a management benefit but a necessity for rebranding the industry. Furthermore, given that Ghanaian corporate culture has traditionally been characterized by a rigid top-down hierarchy, the positive and significant impact of transformational leadership is especially substantial; it represents an extraordinary transition from a paternalistic boss-style approach to an empowering and visionary style of leadership that creates the conditions for local innovation and digitalization (Insurtech/E-pharmacy) that cannot be achieved through conventional transaction-based methods of leadership.

### **Effects of Visual Communication on Organizational Development in Some Selected Organizations in Ghana**

Visual communication positively and significantly predicts organizational development. This suggests that improved organisational growth is linked to higher levels of visual communication. This is in line with studies by Gallup (2012), who reported that increased productivity and profitability are two important bottom-line effects that communication improves for the development of an organization. Benner and Tushman (2003) reported in their study that visual communication

increases productivity and organizational development. Canva (2022) also reported that visual communication boosts organizational development.

These results are the most distinctive because they illustrate that visual communication is a primary component of the organisation's agility and penetration into the marketplace in the pharmaceutical and insurance sectors in Ghana, which is characterized by an environment of extreme levels of competition and constantly changing regulatory requirements. As examples, in the insurance sector, many products are intangible and sometimes viewed with scepticism, and so visual communication serves as a critical tool through which to present information about these complex products in a way that builds consumer confidence through infographics, charts, graphs, etc. In the pharmaceutical sector, in addition to the abstract nature of the products, there is strict adherence to regulations related to the distribution of accurate technical information across many disparate supply chains; therefore, visual communication serves as a critical tool to ensure that all participants in the supply chain comply with the regulatory requirements and operate in a manner that produces accurate results.

Generally speaking, academic research conducted by Gallup or Canva does not specifically address the role of visual communication in productivity improvement; however, in the case of the Ghanaian pharmaceutical and insurance sector, visual communication is a modernizing force; it allows firms to bypass the traditional, complex, and bureaucratic paperwork associated with their operations and scale their businesses rapidly by transforming to digital channels and through the use of "InsurTech" or "E-pharmacy" business models. Overall, these findings are the most distinctive because they show that visual communication is, in fact, one of the main components of building an agile organization and penetrating new markets.

### **Moderating Role of Visual Communication on the Relationship Between Transformational Leadership and Organizational Development in Some Selected Organizations in Ghana**

Finally, the results of the moderation analysis showed that visual communication positively and significantly moderated the relationship between transformational leadership and organizational development (*see Table 9*). It implies that the intensity and direction of the relationship between transformational leadership and organizational development are significantly influenced by visual communication. This emphasises how crucial visual communication is as a component that can amp up the benefits of transformational leadership for organizational development. Additionally, it validates the results of a study conducted in 1998 by Van Dyne and LePine, which found that visual communication significantly and favourably moderated the association between transformational leadership and organisational development. In their study, Canva (2022) proposed that the impact of transformative leadership on organisational development was mitigated by visual communication. According to the study's findings, executives who guarantee visual communication contribute to the organization's strategic expansion and development.

The role of visual communication as a "cultural and operational bridge" that converts abstract leadership visions into concrete, high-trust outcomes is what gives these moderation results their special significance in Ghana's pharmaceutical and insurance industries. In Ghana, where there is frequently a "vision gap" due to the

power differential between executives and subordinates, transformational leadership might not be able to fully penetrate the organizational structure. But when used as a moderator, visual communication catalyzes transparency and successfully "democratizes" the leader's vision through easily readable infographics, digital dashboards, and visual SOPs (Standard Operating Procedures), which are essential in the risk-sensitive insurance and precision-heavy pharmaceutical sectors. This moderation is unique in Ghana because it specifically addresses the high "trust deficit" associated with intangible insurance products as well as linguistic or bureaucratic barriers, whereas global studies by Van Dyne and LePine (1998) or Canva (2022) concentrate on general efficiency. Leaders in these industries can more successfully overcome the conventional skepticism present in the local market by visually "proving" the way to growth. This ensures that their transformative objectives are not only heard but also clearly seen and carried out at every stage of the supply chain.

### Summary of the Result

**Table 9.** provides information on the summary of the results of the study

	Hypothesis	Results	Remarks
H1	Transformational leadership positively and significantly affects organizational development.	Positive Significant	and Supported
H2	Visual Communication positively and significantly affects organizational development.	Positive Significant	and Supported
H3	Visual communication moderates the relationship between transformational leadership and organizational development.	Positive Significant	and Supported

### Source: Research Survey (2023)

The results of the study (B.2377,  $P < .05$ ) indicate that transformational leadership positively and significantly predicts organizational development. This suggests that higher levels of transformational leadership in organizations will ultimately result in positive developments in an organization. Again, the study's analysis (B=.0518,  $P < .05$ ) shows that visual communication positively and significantly predicts organizational development. This finding implies that when organizations adapt to higher levels of visual communication, the resultant effect will be an increase and progress in organizational development. Finally, the results of the study (B=.0178,

$P < .05$ ) show that visual communication has a positive and significant moderation on the relationship between transformational leadership and organizational development in some selected organizations in Ghana. This emphasizes how crucial visual communication is as a component that can amp up the influence of transformational leadership on organizational development.

By lowering the "signal loss" frequently present in remote or hybrid communication, visibility serves as a high-fidelity bridge in the contemporary digital workplace, revolutionizing traditional transformational leadership. Leaders can provide tangible, shared mental models that stimulate the mind by incorporating visual communication, which can include anything from collaborative digital whiteboarding to real-time data visualizations. By making organizational goals and feedback loops visible, persistent, and more inclusive, this visual transparency effectively improves the quality of LMX by reducing the psychological distance between leaders and subordinates. As a result, in a corporate environment that is becoming more and more data-driven, the leader's vision is no longer a static statement but rather a dynamic, visual narrative that promotes faster alignment, group sense-making, and rapid organizational development.

## **Conclusion**

The research aimed to examine the impact of transformational leadership on organizational development within a subset of Ghanaian organisations, with a particular emphasis on the moderating function of visual communication. Relevant literature on each of the study's constructs was reviewed. Based on previously published research and the LMX theory (Dansereau et al., 1975), the researchers established the study's premise. The results of the study indicate a significant and positive relationship between transformational leadership and organizational development, and between visual communications and organizational development. In addition, the study revealed that visual communication was shown to significantly and positively moderate the relationship between transformational leadership and organizational development.

## **Recommendations**

### **Improve Transformational Leadership Qualities to Increase Organizational Development**

This study organisations representing stakeholders, as well as legislators and policy makers like the Ministry of Trade and Industry, arrange training courses for managers and organisational leaders to help them hone their skills in idealised influence (previously known as charisma), intellectual stimulation, inspirational motivation, and individual consideration. These will improve their capacity to raise followers' motivation and output.

### **Improve Visual Communication Abilities to Increase Organizational Development**

This study advises that policy and legislative makers, as well as stakeholder organisations, like the Ministry of Trade and Industry, provide training workshops

to help organisations enhance their visual communications skills (such as paintings, drawings, photos, films, computer graphics, animations, and virtual reality displays).

### **Enhance Organizational Development by Exhibiting the Right Transformational Leadership Qualities through Visual Communication**

It is recommended that organisations be made aware of the need to demonstrate the proper transformational leadership traits that can encourage people to communicate visually, which can enhance organisational development, through training workshops hosted by stakeholder organisations and policy and legislative makers like the Ministry of Trade and Industry.

#### **Theoretical implications**

There are several ways in which this work advances theory and literature. Firstly, visual communications have not been taken into account as a moderating element in studies on leadership styles and organisational development. On the other hand, the current study discovered that the association between transformational leadership and organisational development is moderated by visual communication. The current study put forth the theory that using visual communication to demonstrate transformational leadership can promote organisational development. Hence, to help the organisation effectively achieve organisational development, transformational leaders should promote visual communication.

The goal of the LMX theory is to help a leader and follower develop a strong bond based on loyalty and trust that will lead to beneficial outcomes (Dansereau, Graen, & Haga, 1975). This idea informed the current study's hypothesis that organisational development is influenced by the transformational leadership style used by an organisation's management or leaders through visual communication. Because transformational leadership fosters high-quality relationships, followers will be more likely to participate in transformational activities like visual communication, which will advance the organization's overall development. This study furthers the LMX theory by showing that visual communication tools can be used to improve leader-member interactions in a systematic way, rather than relying only on interpersonal dynamics. Visual communication acts as a "great equalizer" in situations where there is a high power distance or linguistic diversity, like the workplace in Ghana, allowing leaders to give more followers personalized attention. This implies that, contrary to earlier theories, LMX quality may be more flexible and responsive to technological intervention.

#### **Practical implications**

The study makes several recommendations for managers, organisation leaders, and those involved in formulating the laws that control organisations in Ghana. Organisational managers in Ghana have the opportunity to explicitly use the transformational leadership style through education to foster the exchange of novel concepts, procedures, or methods, thereby enhancing their capacity for growth and organizational development. Their individual organisations will benefit from this

by having a competitive edge over rivals. Once more, companies can improve their visual communication skills, which will promote organisational growth. The study's findings might be used by Ghanaian government agencies and policy makers to host seminars and workshops aimed at educating managers and organisation leaders about the notion and actions of a transformational leader. It can also be beneficial for them to understand the potential impact that demonstrating transformational leadership may have on the growth and success of their own enterprises.

### **Limitations and Avenues for Future Research**

The researcher faced some challenges in undertaking this study. The first challenge was with the data collection. Thus, the data was collected in organizations that delayed in submitting their questionnaires. As a result, the researcher found it difficult to work within the stipulated time. The researcher was required to submit a completed copy of the thesis in just two academic semesters. Therefore, the study employed a cross-sectional study and hence suffered some time constraints. This study recommends these future research topics: cross-cultural visual communication and leadership in emerging markets, comparative analysis of visual communication tools and their differential impact on organizational development across industries, and the mediating role of employee engagement and trust in the relationship between transformational leadership, visual communication, and organizational development.

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**Data Availability Statement:** The data that support the findings of this study are available from the corresponding author upon reasonable request.

**Ethical Statement:** The authors confirm that data collection for the research was conducted anonymously, and there was no possibility of identifying the participants. The authors confirm that the research obtained informed consent from participants, explaining the treatment of the provided data. This research has been approved by the ethics committee of the Kwame Nkrumah University of Science and Technology.

**AI statement:** The author(s) declare that no generative AI or AI-assisted technologies were used in the writing of this manuscript. All content, including text, figures, and tables, was created by the author(s).

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