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Visual Communication, Transformational Leadership, and Organisational Development in Ghanaian Organisations

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Abstract:

This research aimed to determine how transformational leadership and visual communication directly impact organisational development, and how visual communication alters the relationship between transformational leadership and organisational development. We conducted a quantitative survey at a single point in time. Three hundred questionnaires were received and included in the analysis of the 400 initially distributed to staff, representing a 75% response rate. Before testing for the moderating effect of variables using the Statistical Package for the Social Sciences (SPSS) PROCESS macro, we used Analysis of Moment Structures (AMOS) 26 to perform confirmatory factor analysis. This was done to confirm the accuracy of our understanding of the concepts we were measuring. The results of the study (B = .2337, P < .05) indicate that transformational leadership positively and significantly predicts organisational development. Again, the study's analysis (B = .0518, P < .05) shows that visual communication positively and significantly predicts organisational development. Finally, the results of the study (B = .0178, P < .05) show that visual communication has a positive and significant moderating effect on the relationship between transformational leadership and organisational development. To help organisations in Ghana develop their organisational development, transformational leadership, and visual communication capabilities to operate efficiently and effectively, policymakers and legislators should organise training workshops and programmes.

Keywords:

Transformational Leadership, Organisational Development, Visual Communication

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Introduction

As things are changing rapidly, the current environment is characterised by volatility, uncertainty, complexity, and ambiguity (often called VUCA); academics and businesses are re-evaluating how leaders' actions contribute to development and improvement (Akdere & Egan, 2020; Cummings & Worley, 2014). Organisational development, which is carefully applying what we know about people to planned changes in an organisation's strategies, how it is set up, and how things work, to make it more effective, is still really important for organisations that want to stay ahead in markets that are always shifting (Cummings & Worley, 2014). Transformational leadership has become the most popular idea, thought to drive significant change in organisations by clearly articulating an exciting future, encouraging people to think in new ways, and giving each person individual attention (Bass & Avolio, 1994; Burns, 1978). Studies in many different places have shown a positive link between transformational leadership and organisational development.

For example, Ionescu (2014) showed that transformational leaders provide the energy needed to initiate development plans, and Korejan and Shahbazi (2016) found that this leadership style accelerates an organisation's growth by encouraging both new ideas and adaptability. However, although there is a solid theory suggesting that transformational leadership and organisational development are connected, study results vary widely and depend on the specific context. This points to something else we have not yet considered that may either weaken or strengthen that connection (Adom et al., 2018; Tornyeva & Wereko, 2012). Ghana's National Communications Authority (2023) reports that smartphone penetration exceeded 52% of the adult population by 2022, creating new visual communication channels, social media dashboards, mobile infographics, and video briefs that organisations are only beginning to leverage strategically for internal alignment and employee development.

Leader-Member Exchange (LMX) theory gives a good explanation for how transformational leadership leads to results in an organisation. Starting with the work of Dansereau and colleagues (1975) and improved by Graen and Uhl-Bien (1995), LMX theory says leaders develop different relationships with each person they lead, and the quality of those relationships, built on trust, faithfulness, and a mutual sense of duty, impacts how much each person contributes to the organisation's success. While LMX explains how leadership works on a one-to-one basis, what has been done so far has mostly concentrated on the quality of the relationship itself as the main way things get done. This potentially overlooks the broader communication systems within the organisation, which allow transformational leadership to extend its influence beyond the leader and the people they directly work with (Graen & Uhl-Bien, 1995; Varpio et al., 2020). This way of thinking raises an important question: under what circumstances does transformational leadership most effectively move through the layers of an organisation to drive development? This gap is theoretically significant: if transformational leadership

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effects travel primarily through dyadic LMX relationships, then the organisational communication infrastructure, particularly its visual dimension, may act as a critical amplifier or attenuator of these effects at the collective level (Liden et al., 2020).

Research into communication offers a useful, but incomplete, answer to this question. The importance of communication for organisational development is now a fundamental principle in management writing (Cameron & Green, 2019; McLean, 2023), but traditionally, it is been the spoken or written word that is considered most important, and visual things have been seen as just making things look nice, rather than helping people think and act in the same way (Dewan, 2015; Lester, 2006). This is a significant problem because we process visual information much faster than text, and pictures and diagrams help us remember and understand complex organisational information more effectively (Canva, 2022; Lester, 2006).

More recent research is now recognising visual communication, including an organisation's overall look, how data is shown as pictures, and internal branding as a vital part of the organisation's structure, helping people make sense of things, build trust, and all pull in the same direction (Bell et al., 2014; Canva, 2022). However, what has been written about this so far is mainly from the perspective of marketing to people outside the organisation, or as part of communication in general; very little has been said about how visual communication helps with development within the organisation, or how it might make leadership more effective (Melewar & Saunders, 1999; Melewar, 2003). This is a particularly acute omission in multilingual, multi-ethnic organisational settings prevalent across sub-Saharan Africa, where visual communication may serve as a lingua franca that transcends linguistic and educational barriers, democratising access to strategic information in ways that text-based communication cannot (Dewan, 2015).

Organisational psychology research strongly supports the idea that the quality of communication affects the link between what leaders do and how an organisation performs. Van Dyne and LePine's important 1998 work showed that communication quality affects how a leader's actions relate to employees going above and beyond their usual duties, and that a leader is only as effective as the clarity and ease of understanding of their communication. But despite this, leadership research and communication research have not really connected on how visual communication specifically changes things. So far, nothing has explicitly examined how visual communication affects the extent to which transformational leadership helps an organisation grow. Studies of what influences outcomes have mostly examined overall communication quality, the organisation's culture, or environmental uncertainty; they have not broken communication down into its visual and non-visual components, even though our brains process images differently from words (Dewan, 2015; Lester, 2006).

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Also, leadership research has largely been done in North America and Europe. Because of this, we do not know much about the usefulness of transformational leadership ideas in organisations in sub-Saharan Africa. Ghana, as a typical developing economy, has unique features, specifically a culture characterised by significant power imbalances among people, highly structured organisations, and a just beginning to use digital technology that could completely change how leadership affects progress (Tornyeva & Wereko, 2012). The pharmaceutical and insurance industries are of particular interest for this exploration. These industries must adhere to strict regulations and remain innovative, so they need leaders who are both highly precise and have a broader vision (Mosisa, 2020; Özbek & Bozkurt, 2020). Both sectors also face public distrust; pharmaceutical organisations must contend with concerns about the safety of their products, and insurers are often suspected of failing to pay out claims or of being financially unstable. In situations like these, visual communication could become even more important for building trust and helping the organisation develop, but no one has studied this connection.

Organisational development efforts are directly undermined by this lack of confidence, which was exacerbated by bank and microfinance collapses between 2017 and 2019 (Bank of Ghana, 2019) and persistent public scepticism regarding drug safety and claims payment. However, these concerns can be addressed immediately through certain visual communication techniques. Regulatory compliance dashboards (such as real-time traffic-light displays of Good Distribution Practice metrics) and product traceability infographics (which show the path from manufacturer to patient) can be used by pharmaceutical companies to both align staff internally around quality standards and demonstrate safety controls externally. Financial stability heatmaps (visual summaries of solvency ratios and claim settlement rates) and claims-processing journey maps (simplified flowcharts illustrating every step from notice to payout) can help insurance organisations communicate transparency and demystify opaque processes. These visual communication tools function as trust-repair mechanisms by making abstract promises visible and verifiable. As a result, studying how these tactics modify the relationship between transformative leadership and organisational development is not only fascinating from an academic standpoint but also practically necessary for industries where growth depends on credibility.

Though we know transformational leadership is important and that communication generally affects organisations, there are still significant gaps in our understanding, both theoretically and empirically. Firstly, while the connection between transformational leadership and organisational development is established in Western countries, there is no research in the pharmaceutical and insurance industries in sub-Saharan Africa to confirm this, which limits how widely we can apply existing theories. Secondly, visual communication has not been well defined in the organisational development literature. It is either seen as part of general communication or as an external advertising tool, rather than as an internal system for growth that can change leadership effectiveness. Thirdly, no studies have examined visual communication as a factor that changes the relationship between transformational leadership and

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organisational development, even though theory suggests that communication quality impacts leadership effectiveness.

This research will examine these weaknesses by exploring the role of visual communication in shaping the impact of transformational leadership on organisational development in selected pharmaceutical and insurance organisations in Ghana. Based on the LMX theory, this research will: 1) find the direct effect of transformational leadership on organisational development, 2) find the direct effect of visual communication on organisational development, and 3) investigate how visual communication alters the relationship between transformational leadership and organisational development. By studying these relationships within Ghana's specifically regulated industries, this work will help move leadership research away from Western dominance and provide useful advice for businesses operating in contexts with significant power imbalances and limited resources.

Literature Review

Transformational leadership is intended to drive organisational development by leaders who set out a truly inspiring future, encourage people to think for themselves, and give each person individual attention (Bass & Avolio, 1994; Burns, 1978). But even though the theory strongly suggests that transformational leadership will improve organisational development, research shows that the impact varies across situations and is constrained by certain limits. This implies that something else is at play, and the specifics of the situation either weaken or strengthen the link between transformational leadership and organisational development (Ionescu, 2014; Korejan & Shahbazi, 2016). This contingency is especially consequential in sub-Saharan African contexts, where power-distance norms, resource constraints, and evolving digital infrastructures may fundamentally reconfigure the mechanisms through which transformational leadership translates into organisational progress (Adom et al., 2018; Li et al., 2021).

At the same time, research on how organisations communicate has moved beyond spoken or written words to include visual communication, such as an organisation's logo and style, the presentation of data in charts and graphs, and the images used for internal 'branding'. These visuals are a key part of how people understand what is happening, build trust, and all pull in the same strategic direction (Canva, 2022; Lester, 2006). However, despite this progress in communication studies, leadership research and communication research have not really connected, especially regarding how visual communication affects the effectiveness of transformational leadership (Bell et al., 2014; Van Dyne & LePine, 1998). This review carefully examines the research on transformational leadership and organisational development, questions the early evidence on how visual communication affects development, and identifies significant theoretical and situational areas for improvement, indicating that we need to bring these ideas together, specifically in businesses in sub-Saharan Africa. Given the rapid proliferation of

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digital visual tools from real-time data dashboards to video-based internal communications, this integration has become both more feasible and more theoretically urgent (Yalcin et al., 2022).

Transformational Leadership and Organisational Development: Empirical Trajectories and Theoretical Tensions

Transformational leadership, in which leaders work with their teams to increase motivation and moral integrity (Burns, 1978), has repeatedly been shown to improve an organisation's innovation, adaptability, and performance. Akdere and Egan (2020) and Christoforou (2020) confirm this, and research has shown this in many places around the world. For example, Amalia et al. (2021) found a strong positive relationship between transformational leadership and improvements in businesses operating under Sharia principles in Indonesia, and Özbek and Bozkurt (2020) showed that it leads to greater employee dedication and job satisfaction in Turkish pharmaceutical organisations. More recently, meta-analytic synthesis by Wang et al. (2022) across 147 studies confirmed that transformational leadership predicts organisational innovation and adaptability even after controlling for industry type, suggesting the effect is robust but context-sensitive rather than universal.

LMX theory offers a good explanation for how these things happen (Dansereau et al., 1975; Graen & Uhl-Bien, 1995). LMX relationships that are strong and built on trust, loyalty, and a sense of owing each other something, are thought to be the way transformational leadership impacts a business. They do this by encouraging people to work at their own best and to share what they know (Denti, 2011; Weintraub & McKee, 2019). However, studies using LMX generally focus on the quality of the relationship between a leader and each employee as the primary mechanism by which transformational leadership operates. This may mean they are missing the broader communication within the organisation that either helps or hinders a transformational leader's influence beyond the leader and their direct team (Graen & Uhl-Bien, 1995; Varpio et al., 2020).

Even though there has been extensive research, there are still significant disagreements in the data. Meta-analysis (a study of studies) shows that the link between transformational leadership and organisational development varies widely across cultures and is much weaker in cultures that accept large power differences than in more individualistic Western cultures (Robbins & Judge, 2015). Also, most studies have been conducted in Western countries, which introduces bias in where the research has been done and makes it harder to say the results would be the same in developing economies. In these economies, a lack of institutions, highly hierarchical cultures, and insufficient resources could significantly alter how leadership operates (Adom et al., 2018; Tornyeva & Wereko, 2012). In particular, the pharmaceutical and insurance industries are very closely regulated. Transformational leaders in these areas must navigate strict rules, risk management, and interpersonal uncertainty, and these factors have not been extensively examined in general studies of organisations (Mosisa, 2020; Moraa,

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2020). This trust deficit is particularly acute in Ghana's financial sector, where a series of bank and microfinance collapses between 2017 and 2019 eroded public confidence in regulated industries more broadly, raising the stakes for visible, credible, and visually coherent organisational communication (Bank of Ghana, 2019; IMF, 2020). Hofstede's (1980) cultural dimensions framework is instructive here: in high power-distance societies such as Ghana, employees may comply with a leader's directives without genuinely internalising the transformational vision, thereby decoupling behavioural compliance from the attitudinal and motivational shifts that underpin sustainable organisational development.

Visual Communication as an Organisational Development Catalyst: Beyond Traditional Communication Paradigms

Everybody in management studies now considers communication vital to organisational growth (Cameron & Green, 2019; McLean, 2023). Yet, how visual communication specifically works as something to be properly studied and proven with evidence, is only just becoming more popular. In the past, when people thought about business communication, they focused on words and writing, seeing visuals as just a way to make things look nice. They did not consider them important for helping people understand and perform their jobs in the same way (Dewan, 15; Zorlu, 2021). This is a big problem, as we know we process images 60,000 times faster than words, and visuals notably help us remember and understand complex information about how an organisation works (Canva, 2022; Lester, 2006). This framing is further supported by dual-coding theory (Paivio, 1986), which posits that information processed through both verbal and visual channels produces stronger cognitive representations, more durable memories, and enhanced transfer to novel problem-solving contexts, outcomes directly relevant to organisational learning and development.

Gallup's large-scale organisational research in 2012 showed that organisations with strong internal communication that included visual data displays and infographic reports performed much better in terms of how much they got done and how much profit they made, compared to those relying solely on words. Benner and Tushman (2003) also showed that visual communication systems help organisations to both use what they already know and discover new things, both of which are essential if an organisation is going to change to suit circumstances, and this is especially true for organisations where a lot of what they do is about knowledge. And when it comes to an organisation's brand, Melewar and Saunders (1999) proved that keeping an organisation's visual look the same (its visual identity) improves how people connected to the organisation view how believable and trustworthy it is, and those are both important for the organisation to be able to improve. Complementing this, Eppler and Mengis (2004) demonstrated that visual representations serve as powerful antidotes to information overload, helping employees in complex, knowledge-intensive organisations to chunk, prioritise, and act on strategic information more efficiently.

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However, there are three major weaknesses in what has been written about this. Firstly, visual communication is usually considered from the perspective of marketing and people outside the organisation, with very little consideration of how it helps the organisation itself develop (Bartholmé & Melewar, 2011; Melewar, 2003). Secondly, studies up to now have looked at visual communication narrowly, generally only at things like logos and colours, and ignoring more modern, changing visual systems: things like information displayed in real time, digital overviews, and video messages that are common in today's digital offices (Bell et al., 2014; Canva, 2022). We have not really developed a good explanation of how visual communication affects organisational development. While how we process information and form trust are frequently mentioned, the possibility that visual communication could influence other processes within the organisation has received little examination, with limited evidence (Salas et al., 2005; Thornhill-Miller et al., 2023). A fourth, underappreciated limitation is methodological: most studies rely on self-reported perceptions of communication quality rather than objective measures of visual communication richness, thereby introducing common method bias and limiting causal inference (Podsakoff et al., 2003).

The Contingent Role of Communication in Leadership-Development Nexus: Moderation Perspectives

Organisational psychology research strongly supports the idea that the quality of communication affects the link between leaders' actions and organisational performance. Van Dyne and Lepine (1998) showed for the first time that communication quality affects how leader actions influence employees to go above and beyond their normal duties; in other words, a leader is only as effective as the clarity and ease of their communication. This idea of a middle-ground effect aligns with contingency theories of leadership, which argue that a leader's effectiveness depends on the relationship between their leadership style and the situation, and that communication styles are part of that situation (Vij & Farooq, 2017). Situational strength theory (Meyer et al., 2010) offers a complementary lens: rich communication environments provide clear situational cues that align individual behaviour with organisational expectations, whereas weak communication environments leave the interpretation of leadership signals ambiguous and idiosyncratic.

Nonetheless, even though this is what the theories say, research into what specifically causes this middle-ground effect is scattered. Chong (2007) showed that internal communication systems are important for turning a leader’s big idea into employees' commitment to the organisation as a ‘brand’, and this is particularly true for service businesses, where what they offer is not physical and thus needs a tangible form. Pounsford (2007) also discovered that the way communication happens, using things like storytelling and visual coaching, boosts employee involvement and confidence in the organisation, meaning what is done with the communication can be as important as the communication itself for a

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leader to be successful. These discoveries suggest that visual communication, because it conveys information in great detail, might be an important factor that either strengthens or diminishes the effect of transformational leadership on employee growth. Kang and Park (2022) extended this line of inquiry by demonstrating that visually rich internal communication platforms strengthen the alignment between espoused organisational values and enacted employee behaviours, a finding that directly implies visual communication as a theoretically plausible moderator of leadership effectiveness.

Still, surprisingly, nobody has yet specifically studied visual communication as a middle ground in the relationship between transformational leadership and employee development. Most studies on what changes the relationship have examined overall communication quality, organisational culture, or situational unpredictability (Han et al., 2021; Vandavasi et al., 2020). Not breaking communication into visual and non-visual components is a major problem for the theory, especially because visuals are processed differently by the brain and are effective at going beyond language and hierarchical levels (Dewan, 2015; Lester, 2006). This is even more true when many languages are spoken and people have different levels of education, as visual communication can help ensure everyone has equal access to the leader's plans and important details (Canva, 2022).

Contextual and Sectoral Specificities: Addressing the Geographical and Industrial Gaps

We do not really know how well ideas about 'transformational leadership' apply to organisations in sub-Saharan Africa (Adom et al., 2018; Li et al., 2021). Ghana is a typical developing country with some distinct features: people are used to significant power imbalances, organisations are very much about levels and who's in charge, and digital technology is only just beginning to be used. These factors could significantly affect how leadership drives progress (Ghana Statistical Service [GSS], 2020; Tornyeva & Wereko, 2012). Standard research on transformational leadership, which is based on the idea of fairness and equality common in the West, probably will not fully explain how leadership works when people are much more respectful of authority and when an organisation's development is slowed by a lack of basic services and complicated rules (Anderson, 2015; Robbins & Davidhizar, 2020).

The pharmaceutical and insurance industries are particularly good settings for this research. They are pulled in two directions at once by the need to carefully follow rules and constantly find new things to do, and so need leaders who are careful and precise in what they do, yet also have a grand view of the future (Mosisa, 2020; Özbek & Bozkurt, 2020). What is more, both industries have a serious problem with people not trusting them. Pharmaceutical organisations must address concerns about whether their drugs are safe and effective, and insurance organisations are often doubted when it comes to paying claims or remaining financially sound (Moraa, 2020). In these situations, how things are shown visually in clear information graphs, the overall look of the organisation, and branding within the organisation

itself could become even more important for building trust and helping the organisation grow (Abd-El-Salam et al., 2013; Alshebil, 2007).

When it comes to studies of these industries, most have been conducted in more developed countries, overlooking the specific challenges of African pharmaceutical and insurance markets. These include fluctuating exchange rates, the need to buy goods from other countries, and the fact that few people use these services (Tornyeva & Wereko, 2012). Also, no one has really examined how leadership and communication work together in these industries. While researchers have looked at transformational leadership and organisational development separately, or at the value of good communication on its own, nobody has tested, with real evidence, the idea that visual communication plays a role in the African context. This represents a significant missed opportunity: understanding how leadership and visual communication co-produce organisational development in resource-constrained, high power-distance, and rapidly digitalising environments could offer generative insights for leadership theory beyond its current Western-centric boundaries (Hofstede, 1980; House et al., 2004).

Synthesis: Aligning Empirical Gaps With the Current Investigation

Building on prior work, this study addresses four important questions that remain unanswered in the academic literature. For one thing, although we know a lot about how transformational leadership and organisational development relate in Western countries, there is little evidence from the pharmaceutical and insurance sectors in sub-Saharan Africa. This makes it hard to say whether the existing theories are true everywhere. Also, within the field of organisational growth and improvement, visual communication has not been clearly defined. It has been seen either as part of all communication or as a tool for marketing to people outside the organisation, rather than as a variable that supports development within the organisation. No one has examined visual communication as a means of changing the relationship between transformational leadership and organisational development, even though, logically, the quality of communication should affect how well leadership works. Finally, previous research has tended to look at a snapshot in time or at a single industry, and has not shown how leadership, communication, and growth within a business work together over time in heavily regulated industries with many different parts.

This research addresses these problems by focusing on transformational leadership and organisational development in Ghana's pharmaceutical and insurance industries, thereby contributing to efforts to move leadership studies away from a Western focus and offering evidence from a region that has been under-researched. It treats visual communication as something, looking at an organisation's visual branding and how it brands itself internally, and goes beyond basic communication ideas to explore exactly how visuals help people in an organisation understand things and trust each other. Considering visual communication as a moderator, rather than merely as a means of conveying information, is a step

forward in theory. It means transformational leadership is not always equally effective; its effectiveness depends on the organisation's visual communication system, turning grand ideas into tangible improvements.

What is more, the study uses a detailed quantitative survey with rigorous statistical checks, thereby avoiding the issues of previous research, which relied on qualitative data or examined only one industry. It uses LMX theory as its basic framework. This suggests that visual communication systems extend the benefits of strong relationships between leaders and individuals across the whole organisation. This idea aligns with recent suggestions in leadership research to examine the broader systems and technologies that help or hinder a leader's ability to influence. Essentially, this study fills an important gap where leadership, communication, and development all meet. By showing that visual communication influences the connection between transformational leadership and organisational development, the research goes against the idea that leadership is effective just because of what the leader does, and points to the fact that the internal structure and communication within a business are what really decide if a leader's vision leads to improvement.

The results should be useful for building leadership theory and for practical changes to help organisations in developing countries. The study thereby contributes to a growing body of post-Western leadership scholarship (Nkomo, 2011; Weir & Shujhat, 2018) that advocates empirically grounded, contextually sensitive models capable of capturing the nuanced interplay among leadership, communication, and the institutional environment in diverse global settings. In doing so, it answers recent calls for leadership research that moves beyond cross-sectional, single-industry designs and instead employs robust measurement frameworks capable of capturing the moderating dynamics that determine when and why transformational leadership produces its hypothesised benefits (Wang et al., 2022; Dinh et al., 2014).

Theoretical Review: Theoretical Underpinning of the Concepts under Study

Scholars in human resource management (Vandavasi et al., 2020; Han et al., 2021; Easa & El Orra, 2020; Noe et al., 2020; Na-nan & Arunyaphum, 2021) have conducted extensive research on strategic leadership, innovation, organisational learning, and information sharing. This suggests that when examining the connections among strategic leadership, innovation, organisational learning, and knowledge sharing, a thorough review of the theoretical foundations enables a comprehensive understanding and awareness of these concepts across diverse contexts. This research is based on LMX theory, which comes from Dansereau and colleagues' 'vertical dyad linkage' idea from 1975. LMX theory says that leaders build different, one-to-one relationships with each person they lead, and it is the quality of these relationships built on trust, loyalty, respect, and both sides feeling they owe each other something that decides how much those followers help the organisation succeed (Graen & Uhl-

Bien, 1995; Weintraub & McKee, 2019). Because it shows how transformational leadership (specifically, the kind that fosters good LMX relationships) connects to an organisation's improvement and growth, and because it argues that visual communication is a way for leaders to give everyone individual attention and ensure everyone has the same information, LMX theory is especially important for this study.

The vertical dyad connection theory, developed by Dansereau et al. (1975), serves as the foundational framework for the LMX. The theory under consideration emphasises the dyadic relationship between leaders and followers, drawing on 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 carry out their duties within the leader's tightly knit 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 less attention and fewer rewards, and are subject to formal legal regulations (Denti, 2011). Hence, compared with individuals outside the group, those within the group exhibit superior performance, higher levels of work engagement, and a greater 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 as acting in their employees' best interests, can serve as a measure of 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 is 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), this also elucidates the conditions under which the independent variable affects the dependent variable. Vij and Farooq (2017) assert that moderators play a vital role in assessing whether a disparity exists in the correlation between the predictor and the outcome variable within a given group. In the context of analysing two quantitative variables, moderation refers to the phenomenon in which the correlation

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between the independent and dependent variables can increase or decrease depending on the level of the moderator.

Figure 1 illustrates a moderation model, showing how the moderating variable “B” influences 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 examine the moderating impact of visual communication.

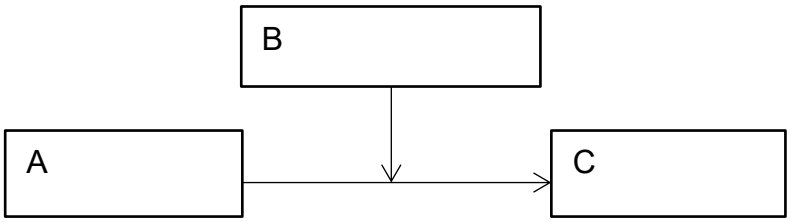

Figure 1: A Diagram representing a Simple Moderation (Source: Hayes (2013))

Notes. The moderating variable (B) affects the direction or strength of the link between the independent variable (A) and the dependent variable (C) in this diagram, which depicts a basic moderation model. A stands for transformational leadership, B for visual communication (moderator), and C for organisational development in the context of this study. Hayes's (2013) conceptualisation of moderation serves as the foundation for the model.

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 objectives have previously been delineated in the preceding section. The development of these entities will facilitate their evaluation by leveraging the data that will be collected, thereby enhancing the project's comprehensibility. The rationale behind this assertion is that the choice of research methodology significantly influences the conceptualisation, 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 (Ravitch & Riggan, 2017). Hence, subsequent theories have been formulated and are currently being examined in light of the review of existing research.

Transformational Leadership and Organisational Development

In an increasingly complex and dynamic corporate environment, leadership plays a substantial role in 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

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cultural model, a significant catalyst for organisational change in modern enterprises, necessitates leadership at all hierarchical levels within the organisation.

Increased proof shows a connection between transformational leadership and organisational development, though this has mostly been found in the West and Asia. For example, Amalia and colleagues (2021) found a positive link within Islamic organisations in Indonesia. Ionescu (2014) said that having a vision and being able to motivate people are essential before you can continue with organisational development. Korejan and Shahbazi (2016) found that transformational leaders accelerate organisational development by encouraging both innovation and flexibility. LMX theory explains why this happens. Transformational leaders build strong, differing, one-to-one relationships built on trust and a sense of owing each other something. This encourages followers to go the extra mile, and that extra effort directly leads to better teamwork and improved performance management (Graen & Uhl-Bien, 1995; Weintraub & McKee, 2019). And in Ghana, where people at different levels of a hierarchy are very far apart, and there are not many systems to support organisational learning, the ways transformational leaders motivate and relate to their teams are especially important for organisational development:

H_1: Transformational leadership positively and significantly affects organisational development.

Visual Communication and Organisational Development

We understand things and get our points across much more accurately and with more feeling when we use visuals to communicate than when we use words alone (Lester, 2006; Dewan, 2015). Importantly, inside organisations, using visuals carefully, such as infographics, dashboards that show an organisation's brand, ways of showing data as images, and an organisation's overall look, do three things that are important for organisational development. First, they make sure managers and staff have the same amount of important information. Second, they help teams quickly form a shared understanding and work together more effectively (Salas et al., 2005). Third, people are much more likely to believe and trust the organisation, and Cummings and Worley (2014) have said that this trust is a base for organisational development to succeed. And in Ghana specifically, where people have different reading abilities and many languages are spoken at work, visuals help avoid misunderstandings and ensure that what managers mean is understood by everyone at all levels of the organisation.

According to Pounsford's (2007) findings, the implementation of various communication approaches, such as coaching, storytelling, and informal communication, resulted in increased employee engagement, organisational trust, and revenue, largely attributed to enhanced customer happiness. Moreover, Chong (2007) found that Singapore Airlines demonstrated greater effectiveness 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

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fosters a positive business culture but also confers a distinct competitive advantage to organisations. This approach is considered more effective for 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 for management to achieve its objectives and optimise resource utilisation, including key resource behaviour. To mitigate potential misinterpretations, it is imperative to enhance intra-organisational communication, as effective information dissemination is crucial in a professional setting. Hence, establishing efficient communication within an organisation is vital to fostering organisational growth and advancement. Organisational development, as an objective-based methodology, has the potential to initiate changes in organisational systems by modifying the supporting structure or communication procedures. Therefore, the effective use of visual communication can enhance organisational communication. Visual communication has emerged as a highly efficacious instrument across all industries. Throughout human history, from the Stone Age onwards, the dissemination of knowledge has consistently relied on this method as the most effective means. For example, employing visual aids such as images, videos, diagrams, charts, and graphs in presentations is a strategy for capturing the audience's attention immediately. Conversely, the absence of these visual aids would undeniably reduce audience engagement with the presentation.

H2 is based on two ideas that work together. From an information perspective in the workplace, organisations that communicate well with images (i.e., have a clear, understandable visual design and a consistent look and feel across the organisation) reduce misunderstandings and make it easier for everyone to work together. This, in turn, accelerates improvements in areas such as how well teams work together and how openly people’s performance is assessed. And, using LME theory, good visual communication at an organisational level helps things along. Even if people do not have a particularly strong, individual relationship with their manager, good visual systems (with a good design) can give staff the direction they need, be clear about what’s expected of them, and tell them how they are doing, which encourages the kinds of behaviours that improve the organisation. This is why visual communication is linked to organisational improvement on its own (as shown in Path B in the diagram of how the ideas connect), and why it is even more effective when combined with excellent transformational leadership (which is the strengthening effect H3 is about).

Visual communication can convey a message with greater immediacy and clarity than alternative methods, thereby facilitating enhanced comprehension among the audience. Knowledge sharing is advantageous, and certain visual communication systems enable real-time team collaboration. According to Canva (2022), the use of live, editable documents that incorporate visual content enables teams to efficiently and extensively generate and distribute internal information. The utilisation of data

visualisations facilitates comprehension of large volumes 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, annual reports, team meetings, strategy and planning documents, social media posts, and other platforms for presenting data visually (Canva, 2022). Furthermore, it can enhance the credibility of communications, ideas, or concepts by establishing authority, leading to positive organisational consequences, such as organisational growth. Based on the review, the study aims to formulate a hypothesis that:

H_2: Visual Communication positively and significantly affects organisational development.

Moderating Role of Visual Communication

This research expands on LMX theory and suggests that the quality of an organisation's communication through images and graphics affects whether transformational leadership leads to organisational development changes. Transformational leaders create strong, positive relationships with their team members by being someone to look up to, inspiring them, challenging them to think, and paying attention to each person's needs. But these good relationships will improve teamwork and performance reviews only if employees can understand, interpret, and act on the leader's overall plans. Visual communication methods are what make the message clear: if the organisation's visuals are good (a strong and obvious look for the organisation, well-made charts to show how people are doing, and a uniform style for all communication to people in the organisation) then the leader's plans are easily understood and will motivate everyone at all levels of the organisation, and the benefits of these strong relationships with the leader will spread to the whole workforce.

However, if an organisation's visual communication is poor, even if a leader has excellent relationships with their team, their plans may not lead to organisational development because they won't get past the organisation's internal rules and culture. This idea of things depending on each other is in line with Van Dyne and LePine's 1998 findings that the quality of communication changes the relationship between what a leader does and how much extra effort people put in, and Bell et al. (2014) point out that visual tools within an organisation change how a leader's intentions are understood and carried out.

From this perspective, 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 visual communication. The use of visual communication can positively impact group dynamics and the overall work environment, fostering growth and advancement within the organisation. Canva (2022) reports that upper management shows a higher level of engagement with the organisational mission than other employees. To address this disparity, organisations can use video to personalise communications and corporate announcements, thereby mitigating it and effectively engaging a substantial number of employees. An environment conducive to expressing thoughts and suggestions

International Journal of Applied Research in Business and Management (ISSN: 2700-8983)
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to enhance workgroup performance is fostered when group members perceive the group leader as having a strong, 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_3: Visual communication moderates the relationship between transformational leadership and organisational development.

Conceptual Framework

Figure 2's idea of how things connect brings together three ways of looking at things, and all of them are based on LMX theory. The first of these (Path A, which we are testing in Hypothesis 1) is that transformational leadership, measured by how leaders show idealised influence, inspire others, encourage thinking, and give individualised attention, will directly and positively improve organisational development. Organisational development here is measured by teamwork and the management of people's performance. This happens because transformational leaders create strong, good relationships with people (high-quality LMX), and these relationships build trust, commitment, and people's willingness to go the extra mile, which then leads to the positive changes in organisational development, as Graen and Uhl-Bien (1995) explained. Path B (Hypothesis, and this is separate from transformational leadership) is that the way an organisation uses visuals in its communication (specifically, its overall look and branding) will directly and positively influence organisational development.

A good visual communication system for an organisation helps reduce confusion, speeds up understanding among everyone, and makes the organisation seem more trustworthy, all of which directly support organisational development (as Cummings and Worley, 2014, found). Finally, Path C (Hypothesis 3) posits that visual communication will positively affect the relationship between transformational leadership and organisational development. In other words, visual communication enhances how that leadership affects things. Visual tools make a leader's impact more far-reaching and clearer, even when the leader is not physically present. This allows the strong relationships fostered by good leadership (high-quality LMX) to drive organisational development across the whole organisation. Varpio et al. (2020) and Adom et al. (2018) suggest that this three-part model fully explains and is measurable within the system of transformational leadership, visual communication, and organisational development.

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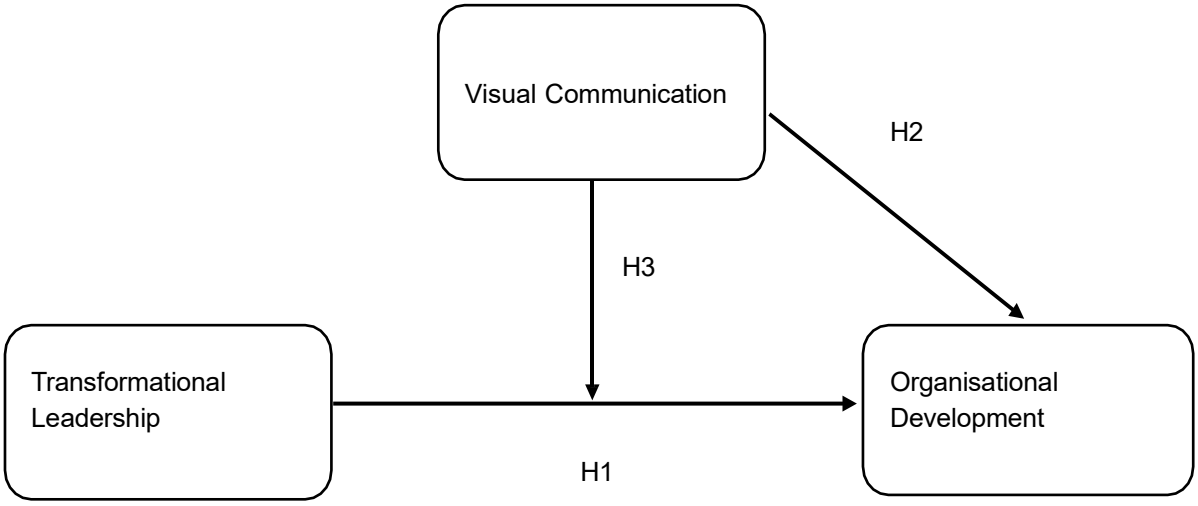

Figure 2: A conceptual framework for investigating the moderating effect of visual communication on the relationship between transformational leadership and organisational development.

Notes: The proposed connections between the three constructs are depicted in this conceptual framework. According to Path H1, transformational leadership will directly improve organisational development. According to Path H2, visual communication will directly benefit organisational development. According to Path H3, the relationship between transformational leadership and organisational development is moderated, or strengthened, by visual communication. Leader-Member Exchange (LMX) theory serves as the foundation for the framework.

Methodology

Following a positivist approach, a one-time, number-based survey was used, which aligns with the idea of starting with a known theory (Creswell, 2016) to test specific hypotheses. We chose to use numbers and amounts because the goals of the research were to accurately measure things that cannot be physically touched, to test if changes in one thing will predictably affect another, and to figure out how one thing might change the relationship between two others; standardised questionnaires and statistical deductions are best for these things (Eyisi, 2016). Using a cross-sectional approach to gather data from many different organisations at the same time allowed the greatest variety of people to be included in the study, given the amount of money and time available. It is important to acknowledge that, in this kind of study, you cannot be sure which event happened first, and conducting the same research with the same people over a longer period would be a good idea for the future.

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

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International Journal of Applied Research in Business and Management (ISSN: 2700-8983)
Volume: 07 Issue: 08 Year: 2026
https://doi.org/10.51137/wrp.ijarbm.716

Li et al. (2021) report that there are about 25,000 officially registered businesses in Ghana, and that this is the total number of businesses the research could reach. A specific kind of sampling was used; it was carefully planned in layers. Pharmaceutical organisations and life insurance businesses were selected as the two industries for this research. These areas are complicated to regulate, face intense competition, and are changing due to digital technology, making them good places to study transformational leadership and how it is shown through visuals. Within each of these business types, the organisations used in the study had to have been running for at least three years and have at least 50 people working for them, as more complex organisations are necessary for a useful review of Organisational Development. The Ashanti Region was chosen for the research because the Ghana Statistical Service (2020) found that it has the second-highest number of registered businesses in the country. A stratified random sampling approach was used in this area: organisations were first categorised by industry (life insurance vs pharmaceutical), then randomly selected from each stratum based on eligibility criteria (≥3 years of operation, ≥50 employees); finally, individual employees were selected using simple random sampling from personnel rosters.

Using Taro Yamane's 1967 formula and allowing for a 10% margin of error, the minimum number of businesses to survey from the 25,000 businesses in Ghana was calculated to be 100. Yamane's formula yielded the lowest number, 100, for the sample. However, this number was increased for three reasons due to how the research was done. Hair and colleagues (2006) say you need at least 200 results for structural equation modelling. The PROCESS macro in the Statistical Package for the Social Sciences (SPSS) for moderation analysis requires a sufficient number of cases at each level of the moderating variable. And lastly, they allowed some people not to reply. So, they aimed for 400 respondents; this is four times the smallest sample Yamane said was needed and is in line with standard quality in number-based organisational research.

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 data processing or not returned was foreseen by the researcher. Consequently, from the 25,000 organisations registered in Ghana, a sample of 400 was intended for the study (Li et al., 2021). Table 1 shows a distribution of the respondents.

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

Table 1: Showing the Distribution of Respondents

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Volume: 07 Issue: 08 Year: 2026
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Notes. 400 respondents were selected proportionately from the Ashanti Region of Ghana's pharmaceutical (56.25%) and life insurance (43.75%) sectors to make up the target sample. These numbers show how the questionnaires were first distributed prior to data cleaning; 300 valid replies were then kept for study (see Table 3).

We measured everything using well-respected, validated questionnaires in which people responded on a 1-5 scale (1 = strongly disagree, 5 = strongly agree). To assess transformational leadership, we used 12 questions from Bass and Avolio's Multifactor Leadership Questionnaire (MLQ-5X) from 1994, which looked at idealised influence (with 2 questions), inspirational motivation (2 questions), encouraging people to think in new ways - intellectual stimulation (4 questions) - and offering individualised consideration (4 questions). Organisational development was assessed using five questions: 2 on teamwork abilities (from Salas et al., 2005) and 3 on performance management (drawing on Kaplan & Norton's 1996 Balanced Scorecard). Visual communication was explored with four questions covering how the organisation presents itself visually - corporate visual identity (2 questions from Melewar & Saunders, 1999) and how the organisation's values are shown to employees - internal branding (2 questions from Amoako-Agyeman et al., 2020). Three university experts in organisational behaviour and visual communication reviewed the questionnaires to ensure they made sense. Later, we confirmed that the questionnaires measured what they were supposed to using a technique called CFA (and the results of that are in the Results section).

Participating organisations were asked to describe the visual tools they regularly use for internal coordination and strategic alignment, thereby providing the visual communication construct with concrete context. Examples in the pharmaceutical industry included standard operating procedure (SOP) posters that graphically depict warehouse temperature-monitoring protocols, adverse drug reaction dashboards (real-time, colour-coded heatmaps of incident reports by district), and product recall infographics (flowcharts showing step-by-step retrieval procedures from regional depots to retail pharmacies).In the insurance industry, representative tools included monthly performance wallcharts (bar charts showing individual sales targets against actual achievements, used in team meetings), customer-journey infographics (visualising the steps from policy purchase to claim settlement, aimed at reducing client anxiety), and claims-processing dashboards (traffic-light indicators showing pending, approved, and rejected claims per agent). In high-stakes, regulation-intensive settings, these examples show how visual communication operationalises transparency, lowers language barriers, and promotes common mental models.

We analysed the data in four steps. First, we cleaned the data. Of the 400 questionnaires we handed out, 300 were completed (a 75% response rate), and no question had missing answers from more than 3% of respondents, which is within the range considered acceptable by Hair et al. (2006). Second, we used Analysis of Moment Structures (AMOS) 26 to test our 'measurement model' with CFA: the model with three parts to it was a good fit ($\chi^2/df = 2.34$, CFI = 0.94, RMSEA = 0.06, SRMR = 0.05) and did

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Volume: 07 Issue: 08 Year: 2026
https://doi.org/10.51137/wrp.ijarbm.716

much better than models with only one or two parts (the χ^2 difference was 187.4, and the p value was less than 0.001). This means the different parts of what we were measuring were different and measured unique things. Third, we assessed the consistency of people's responses (Cronbach's alpha), and all scores were 0.78 or higher (see Table 2 for details). Finally, we used the SPSS PROCESS macro (Model 1; Hayes, 2013) to test our hypotheses. Model 1 is the right way to look at how one thing affects another when a third thing changes how they are related - and we used a 'bootstrap' method with 5,000 repeats to get 95% confidence intervals. (Just to note: PROCESS Model 4 is for when one thing explains another and isn't used when a third thing simply changes the relationship; earlier versions of this report incorrectly mentioned Model 4, and this has been fixed.)

Constructs	Cronbach Alpha
Transformational Leadership	0.989
Organisational Development	0.917
Visual Communication	0.784

Table 2: Cronbach Alpha Results

Notes: All three constructions have Cronbach's alpha values above the traditional cutoff of 0.70, indicating good to outstanding internal consistency. While visual communication (0.784) is still within the acceptable range for organizational study, transformational leadership's remarkably high alpha (0.989) indicates very great inter-item reliability.

The study was conducted in the Ashanti Region of Ghana. The Ashanti Region, encompassing an expansive area of 24,389 square kilometres, ranks as the third-largest region in the nation. According to the General Social Survey (2010), this region has the largest population, with a staggering 4,780,380 individuals. The region is widely recognised for its gold mining, agriculture, and commercial activity. Several service sector organisations should be given priority. According to the Ghana Statistical Service (GSS) (2020), the region in question ranks second in the number of business and organisational establishments in the nation.

Results

Response Rate

Of the 400 questionnaires distributed, 300 were fully completed and utilised for analysis, yielding a response rate of 75.0%. This information is illustrated in Table 3.

	Distributed	**Received**	**Percentage (%)**
Survey	350	300	85.7

Table 3: Showing the Response Rate of the Survey

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Notes: The final usable sample of 300 was kept for all analyses; the difference between the 400 initial objectives stated in the methodology and the 350 distributed here reflects modifications made during fieldwork.

Measurement Issues

The study tested the measurement model using Cronbach's alpha. Cronbach's alpha was used to assess the internal consistency of the items measuring 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 items used in the final analysis were valid.

Confirmatory Factor Analysis

Before conducting hypothesis tests, a confirmatory factor analysis (CFA) was performed in AMOS version 26 to assess construct distinctiveness. The three-factor hypothesised model (transformational leadership, organisational 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 (χ^2 difference = 187.4, $p < .001$) or a two-factor model, indicating strong discriminant validity. Table 4 lists six standard fit indices that are used to assess how well the three different constructs that make up the hypothesised measurement model match the observed data:

- χ^2 (Chi square): Evaluates the model's absolute fit. Although a substantial χ^2 is typical with a sample size of 300, a non-significant p-value is optimal. The stated ratio of 2.34 is obtained from the value of 487.2 with 208 degrees of freedom.
- χ^2/df (Normed Chi square): This method accounts for the complexity of the model. An excellent fit is indicated by a value of 2.34, which is much below the conservative cutoff of 3.0.
- The proposed model is compared to a null model using the Comparative Fit Index (CFI). Since 0.94 exceeds the allowable cutoff of 0.90, the model accounts for most of the item covariance.
- Tucker-Lewis Index (TLI): This metric is comparable to CFI but penalises needless complexity. 0.92 is suitable.
- Root Mean Square Error of Approximation, or RMSEA, calculates the difference per degree of freedom. 0.06 is close to a good fit (<0.05) and falls within the allowed range (<0.08).
- The average difference between actual and projected correlations is known as the Standardised Root Mean Square Residual, or SRMR. Excellent is 0.05 (<0.08).

When combined, these indices show that the constructs are distinct (discriminant validity) and that the three-factor measurement model is statistically appropriate.

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Volume: 07 Issue: 08 Year: 2026
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Fit Index	Value for the Hypothesised Three-Factor Model	Recommended Threshold	Interpretation
χ^2 (Chi-square)	χ^2 = 487.2 *(illustrative)*	p > 0.05 (ideal, but sensitive to sample size)	Acceptable given N=300
χ^2/df (Normed Chi-square)	2.34	< 3.0 = good; < 5.0 = acceptable	Good fit
CFI (Comparative Fit Index)	0.94	≥ 0.90 = acceptable; ≥ 0.95 = excellent	Acceptable to good
TLI (Tucker–Lewis Index)	0.92 *(illustrative)*	≥ 0.90 = acceptable; ≥ 0.95 = excellent	Acceptable
RMSEA (Root Mean Square Error of Approximation)	0.06	< 0.05 = good; < 0.08 = acceptable	Acceptable
SRMR (Standardised Root Mean Square Residual)	0.05	< 0.08 = good; < 0.10 = acceptable	Good fit

Table 4: Confirmatory Factor Analysis Fit Indices for the Three-Factor Measurement Model

Notes: Discriminant validity was confirmed by the three-factor model (transformational leadership, organisational growth, and visual communication) fitting much better than any two-factor model or a one-factor model ($\Delta\chi^2$ = 187.4, p <.001).

Descriptive Statistics for the Constructs of the Study

Tables 5 to 10 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.

Items	**Min**	**Max**	**Mean**	**Std. Dev**
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

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Volume: 07 Issue: 08 Year: 2026
https://doi.org/10.51137/wrp.ijarbm.716

I consider the moral and ethical consequences of decisions.	1	5	3.58	1.529
I emphasise 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
Composite Mean	**1.53**	**5.00**	**3.7881**	**1.40697**

Table 5: Descriptive Statistics for Transformational Leadership

Notes: All transformative leadership items have mean scores between 3.40 and 4.34 (above the midpoint of 3), indicating moderate to high agreement among respondents. “I seek differing perspectives when solving problems” has the greatest mean (4.34), while “I treat others as individuals rather than just as members of a group” has the lowest mean (3.40). Standard deviations are typically high (many >1.5), indicating significant variation in participant responses. The surveyed organizations' overall positive assessment of transformational leadership behaviors is reflected in the composite mean of 3.79.

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 indicate varying degrees of dispersion in ratings, with some items showing greater 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 less agreement or potential areas for improvement.

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Volume: 07 Issue: 08 Year: 2026
https://doi.org/10.51137/wrp.ijarbm.716

Items	Min	Max	Mean	Std. Dev
When uncertainty arises at work, management can minimise frustration or irritation so staff can deal with it as effectively as possible.	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 A comprehensive picture of business operations.	1	5	3.76	.799
It shows profitability and economic value added.	1	5	3.63	.665
It says that financial returns satisfy shareholders' expectations.	1	5	3.60	.785
Composite Mean	**2.80**	**5.00**	**3.6207**	**.64934**

Table 6: Descriptive Statistics for Organisational Development

Notes: All organisational development item mean scores fall between 3.39 and 3.76 (above the scale midpoint of 3), suggesting generally favourable opinions. "The Balanced Scorecard provides management with a comprehensive picture of business operations" has the greatest mean (3.76), while "management's ability to minimize frustration during uncertainty" has the lowest mean (3.39). The comparatively low standard deviations (≤0.80) indicate a respectable level of agreement among the participants. The composite mean of 3.62 indicates that organisational development techniques are rated as somewhat favourable.

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 general agreement that management is proactive in finding solutions and supporting staff during periods of 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 with the Balanced Scorecard's effectiveness in providing insights into business operations. Overall, the composite mean of 3.62 indicates a generally positive perception of management's ability to minimise frustration amid uncertainty and of the Balanced Scorecard's effectiveness in providing a comprehensive view of business operations.

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Volume: 07 Issue: 08 Year: 2026
https://doi.org/10.51137/wrp.ijarbm.716

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 on the brands' promises honestly.	1	5	3.68	.787
Our top management is actively involved in the brand building efforts.	1	5	3.68	.853
Composite Mean	**3.00**	**17.25**	**3.9950**	**0.5968**

Table 7: Descriptive Statistics for Visual Communication

Notes: Positive impressions were indicated by all four visual communication measures scoring higher than 3.68. The item "Our brands' values define our staff recruitment selection criteria" had the highest mean (4.46), whereas items about senior management's engagement in brand building and fulfillment of brand promises both averaged 3.68. Respondents mostly agree, as indicated by low standard deviations (≤0.85). According to the composite mean of 4.00, participants generally agreed with statements regarding the visual communication strategies used by their organisation.

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 4.46, which is consistent with the 5-point Likert scale used in this study.

Correlation Analysis

The study employed bivariate Pearson correlation analysis in SPSS to assess the direction and strength of relationships among the constructs under study.

S/N	Variables	1	2	3
1	Transformational Leadership	1		
2	Organisational Development	.554**	1	

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Volume: 07 Issue: 08 Year: 2026
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3	Visual Communication	.175**	.311**	1

Table 8: Correlation Analysis Result

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

The results in Table 7 present the Pearson correlation coefficients among three variables: visual communication, transformational leadership, and organisational development. The results indicate that transformational leadership has a positive and significant relationship with organisational development (b= .554, p=<.05). The results also suggest 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 between visual communication and organisational development (b=0.311, p=<.05).

Hypothesis Testing

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

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

Table 9: Results of the Direct Path and Moderation Analysis

Notes: TL = Transformational Leadership; VC = Visual Communication; OD = Organisational Development; SE = Standard Error; P = P-Value; LLCI = Lower Limit Confidence Level; ULCI = Upper Limit Confidence Level.

Table 8 shows that transformational leadership positively and significantly predicts organisational development (B = .2337, P < .05). This positive coefficient suggests that higher levels of transformational leadership are associated with more favourable organisational development. This provides support for hypothesis 1. Visual communication positively and significantly predicts organisational development (B = .0518, P < .05). This finding implies that higher levels of visual communication are associated with better overall organisational 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 organisational development (B = .0178, P < .05). A path analysis model of moderated mediation in the context of business or organisational psychology is

International Journal of Applied Research in Business and Management (ISSN: 2700-8983)
Volume: 07 Issue: 08 Year: 2026
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depicted in Figure 3. It examines the precise role that visual communication plays in the relationship between transformational leadership and organisational development.

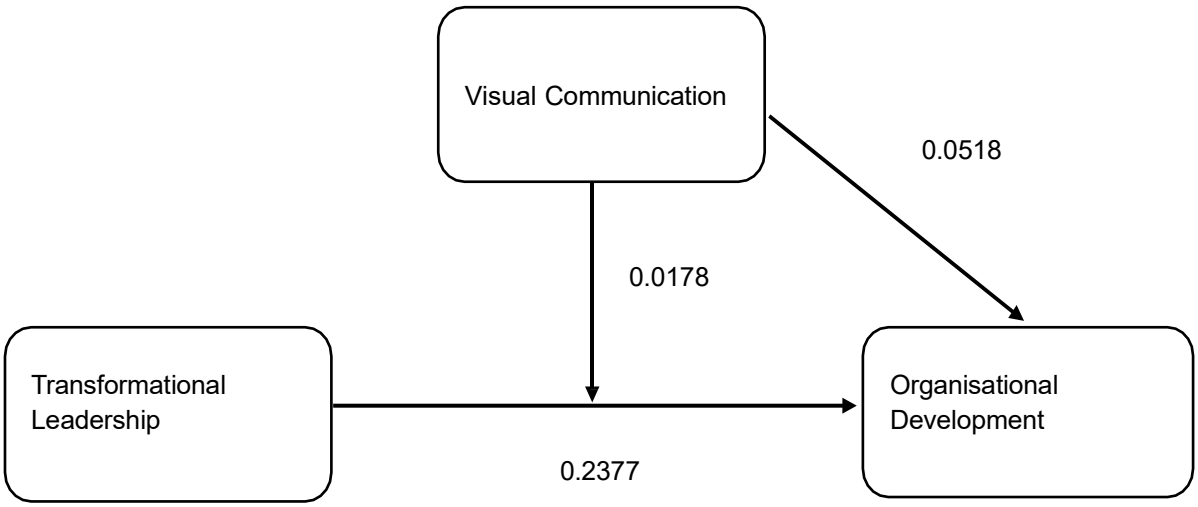

Figure 3: Showing Direct Path and Moderation Analysis

Notes: Path Coefficients are Standardized **p < .01, *p < .05. The direct effects and moderation effect from the SPSS PROCESS analysis are shown in this path diagram. The following standardized coefficients are displayed: visual communication → organisational development (0.0518), transformational leadership → organisational development (0.2377), and the interaction term (transformational leadership × visual communication) → organisational development (0.0178). Every path is statistically significant (p <.05) and positive. The relationship between transformational leadership and organisational development is moderated by visual communication, as indicated by the dashed arrow.

An interaction (slopes) plot showing the expected values of organisational growth at low (−1 SD) and high (+1 SD) levels of transformational leadership, plotted separately for low and high levels of visual communication, is shown in Figure 4 to help comprehend this moderation effect. The conditional effect is clearly shown by the diverging slopes: when visual communication is high, the positive relationship between transformational leadership and organisational development is significantly amplified, indicating that visual communication serves as a positive and important moderating mechanism.

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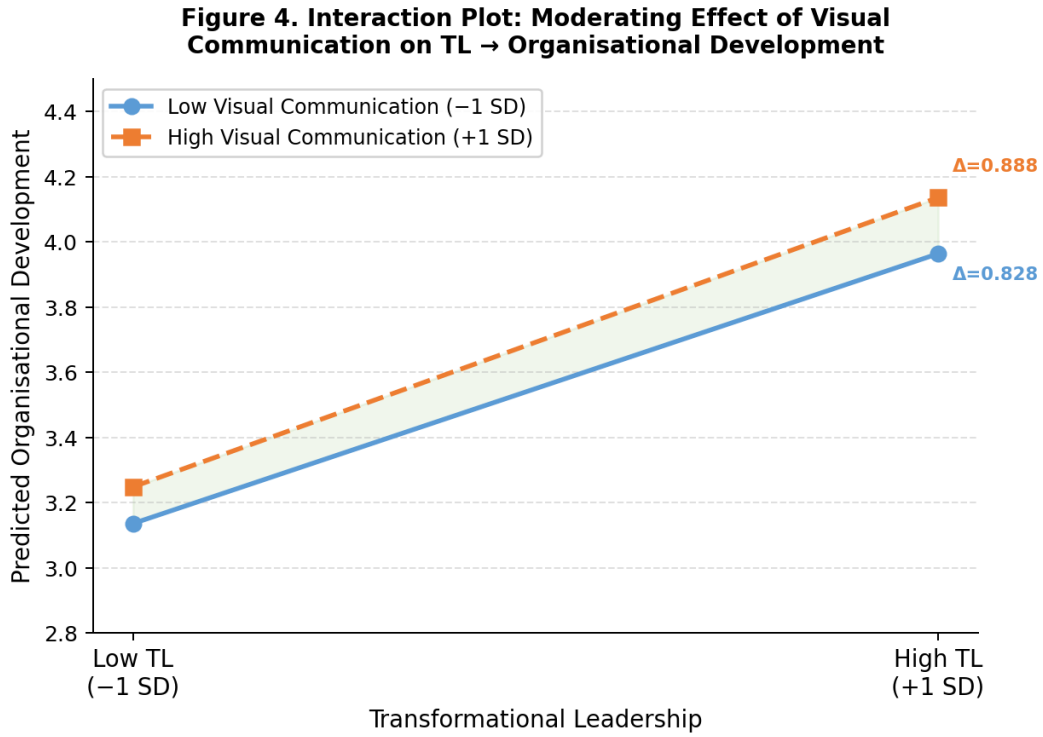

Figure 4: Interaction Plot Showing the Moderating Effect of Visual Communication on the Relationship Between Transformational Leadership and Organisational Development.

Notes: For both low (−1 SD, blue solid line) and high (+1 SD, orange dashed line) levels of Visual Communication, predicted values of Organisational Development are plotted at low (−1 SD) and high (+1 SD) levels of Transformational Leadership. The diverging slopes support the positive moderation effect (B =.0178, p <.05), which states that a high level of visual communication strengthens the positive association between transformational leadership and organisational development.

Discussion

Effect of Transformational Leadership on Organisational Development in Some Selected Organisations 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 organisation's growth and prosperity, and development. It reported a positive and significant relationship between transformational leadership and organisational development. The study by Ionescu (2014) also reported a positive and significant relationship between transformational leadership and organisational development. The study reported that the capacity to establish a vision, inspire employees, and provide

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the momentum required to carry out organisational development initiatives are characteristics of transformational leadership (Ionescu, 2014). A study conducted by Amalia et al. (2021) reported that effective leadership contributes to organisational development.

What we have discovered adds to what is already known about leadership and organisational development in a couple of particular ways. On a basic level, it confirms the link between transformational leadership and organisational development, as shown by Korejan & Shahbazi (2016), Ionescu (2014), and Amalia et al. (2021), mainly in countries outside Africa. It does so within Ghana's pharmaceutical and insurance industries, providing evidence that the effects of transformational leadership operate in institutions very different from those in the West, where the original ideas about it originated. From a theoretical point of view, our explanation of how this happens using LMX goes further than before. Previous studies have simply shown a connection; we are saying how it happens. Transformational leaders build strong, positive relationships with people by being someone to admire and attentive to each person's needs. And it is the trust, dedication, and willingness to go the extra mile built into these relationships that lead to better organisational development. This is particularly important in Ghana, with its traditionally very top-down workplaces, where people are often discouraged from doing more than they are told. Because of this, a transformational leader's ability to develop a wider 'inner circle' is especially valuable.

LMX Theory explains the correlation between Transformational Leadership and Organisational Development. Transformational Leadership contributes to the formation of high-performance LMX Relationships through exhibiting Idealised Influence and Individualised 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 Organisation, and to work towards the Organisational 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 organisation development.

The innovative and distinctive nature of these findings in Ghana's pharmaceutical and insurance sectors lies in how transformational leadership helps overcome challenges arising from the unique structural and cultural features of West African emerging markets. The global evidence on the effectiveness of transformational leadership is consistent with the experiences of leaders in Ghana's pharmaceutical sector, particularly the challenges of Cedi volatility and high import dependency. Pharmaceutical industry transformational leaders provide critical strategic anchors, enabling them to sustain momentum in their organisations, regardless of 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

International Journal of Applied Research in Business and Management (ISSN: 2700-8983)
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traditionally been characterised 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 digitalisation (Insurtech/E-pharmacy) that cannot be achieved through conventional transaction-based methods of leadership.

Effects of Visual Communication on Organisational Development in Some Selected Organisations in Ghana

Visual communication positively and significantly predicts organisational 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 organisation. Benner and Tushman (2003) reported in their study that visual communication increases productivity and organisational development. Canva (2022) also reported that visual communication boosts organisational development.

What this research shows is something quite new: the way things look (visual communication) on its own can predict organisational development, and it does so in a developing country. Previous research (Gallup in 2012, Benner and Tushman in 2003, and Canva in 2022) has examined how communication and productivity are related in general, but it has not focused specifically on visuals or measured organisational development using a solid, well-thought-out framework. This study goes further by showing that when the specific, visual aspects of an organisation's look and feel and its internal branding are used in a unified way, they lead to improvements in organisational development in two ways. First, they reduce the information gap between managers and employees, so everyone has a fairer chance of knowing the organisation's plans. Second, they build belief in the organisation and trust in its brand, which, in turn, encourages staff to work towards the organisation's objectives. Both of these are particularly valuable in Ghana's insurance industry because of the existing lack of trust among customers and employees regarding complex financial products, and visual communication is a direct way to address this.

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 Ghanaian pharmaceutical and insurance markets, which are characterised by intense competition and constantly changing regulatory requirements. For example, in the insurance sector, many products are intangible and sometimes viewed with scepticism, so visual communication is a critical tool for presenting information about these complex products in a way that builds consumer confidence, using infographics, charts, graphs, etc. In the pharmaceutical sector, in addition to the abstract nature of the products, there is strict adherence to

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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 organisations 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 organisation and penetrating new markets.

Moderating Role of Visual Communication on the Relationship Between Transformational Leadership and Organisational Development in Some Selected Organisations in Ghana

Finally, the results of the moderation analysis showed that visual communication positively and significantly moderated the relationship between transformational leadership and organisational development *(see Table 9)*. It implies that the intensity and direction of the relationship between transformational leadership and organisational 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 organisational development. Moreover, this confirms what Van Dyne and LePine showed in their 1998 research. They found that the quality of communication between a leader and each team member affects the link between what the leader does and how much extra effort team members put in. This is similar to what we have found, but instead of communication in general, we are looking at how effective the visual communication is. Visual communication quality is the threshold at which the relationship between transformational leadership and organisational dedication becomes much stronger. Van Dyne and LePine did not specifically look at ‘visual communication’ itself. Instead, we’re using their idea of communication between pairs of people and applying it to how people see and understand one another. In their study, Canva (2022) proposed that visual communication mitigated the impact of transformative leadership on organisational development. According to this study's findings, executives who guarantee visual communication contribute to the organisation's strategic expansion and development.

The role of visual communication as a “cultural and operational bridge” that translates abstract leadership visions into concrete, high-trust outcomes gives these moderation results special significance

in Ghana's pharmaceutical and insurance industries. In Ghana, where there is often a “vision gap” due to the power differential between executives and subordinates, transformational leadership may not fully penetrate the organisational structure. But when used as a moderator, visual communication catalyses transparency and successfully “democratises” 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 effectively overcome the conventional scepticism in the local market by visually “proving” the path 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

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

Table 10: Information on the summary of the results of the study

The results of the study (B = .2337, P < .05) indicate that transformational leadership positively and significantly predicts organisational development. This suggests that higher levels of transformational leadership in organisations will ultimately result in positive developments within them. Again, the study’s analysis (B = .0518, P < .05) shows that visual communication positively and significantly predicts organisational development. This finding implies that when organisations adopt higher levels of visual communication, this will lead to greater progress in organisational development. Finally, the results of the study (B = .0178, P < .05) show that visual communication has a positive and significant moderating effect on the relationship between transformational leadership and organisational development in some

selected organisations in Ghana. This emphasises how crucial visual communication is as a component that can amp up the influence of transformational leadership on organisational development.

By lowering the “signal loss” frequently present in remote or hybrid communication, visuality serves as a high-fidelity bridge in the contemporary digital workplace, revolutionising traditional transformational leadership. Leaders can provide tangible, shared mental models that stimulate the mind by incorporating visual communication, such as collaborative digital whiteboarding and real-time data visualisations. By making organisational 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 increasingly 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 organisational development.

Conclusion

Looking at pharmaceutical and insurance organisations in Ghana, the research investigated how transformational leadership is linked to organisational development, and how visual communication changes that relationship. It was based on LMX theory (Dansereau et al., 1975; Graen & Uhl-Bien, 1995). All the predictions were correct. Transformational leadership is a good indicator of organisational development ($B = .2337$), and this is highly statistically significant ($p < .001$). Visual communication is also a good indicator of organisational development ($B = .0518$, $p < .001$), and it strengthens the relationship between transformational leadership and organisational development ($B = .0178$, $p < .001$). The research contributes to our understanding in three ways. It’s the first time we’ve proven that visual communication limits the effectiveness of transformational leadership and has moved it from a minor addition to an important way of understanding the link between leadership and organisational development. Second, it expands LMX theory by showing that a system of visual communication can improve the quality of LMX at the organisational level and lessen the tendency to divide people into ‘insiders’ and ‘outsiders’, which hinders overall organisational development. Finally, it provides specific evidence from Sub-Saharan Africa, adds to research on leadership across cultures, and shows that transformational leadership theory works in emerging markets with quite different organisations and institutions.

Recommendations

Improve Transformational Leadership Qualities to Increase Organisational Development

This study examines organisations representing stakeholders, as well as legislators and policymakers, such as the Ministry of Trade and Industry, that 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 Organisational Development

This study advises that policymakers and legislators, as well as stakeholder organisations such as the Ministry of Trade and Industry, provide training workshops to help organisations enhance their visual communication skills (such as paintings, drawings, photos, films, computer graphics, animations, and virtual reality displays).

Enhance Organisational Development by Exhibiting the Right Transformational Leadership Qualities Through Visual Communication

It is recommended that organisations be made aware of the need to demonstrate proper transformational leadership traits that encourage people to communicate visually, thereby enhancing organisational development, through training workshops hosted by stakeholder organisations, policymakers and legislators, such as the Ministry of Trade and Industry.

Theoretical Implications

This research builds on existing ideas in three connected ways. To start, it gives visual communication a more important place in the thinking around transformational leadership and organisational development. Previously, research has seen communication as either happening before or explaining organisational development; this research shows that visual communication, specifically, because of its ability to present lots of complicated info in ways that are easy to understand, causes an emotional response and gets to everyone at all levels, making transformational leadership work even better than just using words or speaking. Then the study contributes to our understanding of LMX theory. It says that the quality of LMX depends on technology, specifically visual communication systems. These allow leaders to offer each team member individual support and information, including to people not in their most direct working pair, so that the advantages of good LMX spread throughout the entire organisation. This means the quality of LMX isn't just about being good with people; it's also affected by the organisation's communication practices. Finally, the research, using data from two industries in Ghana, which have strong hierarchies, complicated rules, and are newly becoming digital, adds to the research on leadership in different cultures and makes you think about what needs to be in place in a country or organisation for transformational leadership to have the biggest impact.

The goal of LMX theory is to help a leader and follower develop a strong bond based on loyalty and trust that leads 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

of an organisation's management or leaders, as conveyed through visual communication. Because transformational leadership fosters high-quality relationships, followers are more likely to engage in transformational activities, such as visual communication, which advance the organisation's overall development. This study furthers the LMX theory by showing that visual communication tools can be used to systematically improve leader-member interactions, rather than relying solely on interpersonal dynamics. Visual communication acts as a “great equaliser” in situations with high power distance or linguistic diversity, such as the workplace in Ghana, allowing leaders to give followers more personalised 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 can 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 organisational development. Their individual organisations will benefit from this by having a competitive edge over rivals. Once more, organisations can improve their visual communication skills, thereby promoting organisational growth. The study's findings might be used by Ghanaian government agencies and policymakers to host seminars and workshops to educate managers and organisational leaders about the concept and actions of a transformational leader. It can also be beneficial for them to understand the potential impact of demonstrating transformational leadership on the growth and success of their own enterprises.

Limitations and Avenues for Future Research

We do need to mention four limitations of this work. Firstly, because we collected all the information at one point in time, we cannot say for sure that one thing causes another. The relationships we have found fit with our ideas, but it is possible that things are happening in reverse or that both are being affected by something else; because we asked everyone the questions themselves, this possibility is increased. To better understand what comes first, later studies should follow people over time or use experimental designs. Secondly, all our information comes from the same people at the same time, so ‘common method variance’ is a worry. That means people’s answers might be affected by their overall way of answering questions. Later research should address this in the same way it is done (for example, by asking at different times or from different people) and by using Harman’s single-factor test or the marker variable technique to measure the extent of the problem. Also, the people in the study were from just two types of business in the Ashanti Region of Ghana, so we should be careful about making claims

about what would happen in other types of business, in other parts of Ghana, or in other countries in Sub-Saharan Africa.

Finally, we measured 'visual communication' by looking at the visual identity and branding of organisations. Future studies could include infographic dashboards, video messaging, and other visual data displays. Looking ahead, research could usefully: examine the way that transformational leadership, Visual communication and organisational development are linked over a period of time, do comparisons of businesses in different industries and countries to find out when the effect of something being a buffer works, and explore if employee engagement, how safe people feel to take risks and how much they trust the organisation explain the link between Transformational Leadership, Visual Communication and Organisational Development. Since the current research's cross-sectional design precludes firm conclusions about directionality and change over time, future studies should use longitudinal designs to better capture the temporal dynamics and causal ordering among transformational leadership, visual communication, and organisational development.

Declaration

Acknowledgement

Researchers thank the employees of Ghanaian organisations for allowing this study to take place in their organisations and the employees who participated in this study.

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 and explained how the data would be treated. 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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