

## **Abstract**

The objective of the study was to examine the association of leadership style, organizational structure with organizational effectiveness. The mediating effect of Computer-Mediated Communication (CMC) and Face-to-Face (FtF) communication was also investigated with the relationship of leadership style and organizational effectiveness as well as with organizational structure and organizational effectiveness. It was further tested whether leadership style, structure, organizational effectiveness, CMC and FtF communication differ significantly based on hierarchy, career stage, and job experience of employees. Data were collected from 324 employees from various organizations in India where computers were widely used. Results revealed that transformational leadership style was significantly and positively associated with organizational effectiveness. Leadership styles, and organizational structure predicted significantly CMC and FtF communication. CMC predicted significantly organizational effectiveness and mediated the relationship of leadership style with organizational effectiveness, and the relationship of organizational structure with organizational effectiveness. Middle, and junior level employees differed significantly on leadership style and FtF communication. It was further observed that junior level managers had high mean score on leadership style, whereas middle level managers had high mean score on FtF communication. FtF communication undoubtedly is an important medium of human interaction, but the findings of the present study suggest that CMC has a significant impact on leadership style, organizational structure and organizational effectiveness. Today, CMC has emerged as a very quick, user friendly, time saving and cost effective medium of communication. In this competitive age, the increasing use of CMC has been facilitating the Indian organizations to perform effectively. Thus, based on the present findings, it can be implicated that adequate emphasis should be given to develop CMC skills amongst the employees in organizations for overall organizational development.

**Keywords:** Leadership Style, Computer-Mediated Communication, Face-to-Face Communication, Organizational Structure, Organizational Effectiveness, Hierarchy, Job experience, Career Stage, Indian Organizations