



## **Influence of Leadership Communication on Workers Productivity in Petroleum Training Institute, Efurun, Delta State, Nigeria**

**Olusegun Ogundimu,**

Senior Officer, Department of General Studies, Petroleum Training Institute

<sup>1</sup><https://orcid.org/0009-0000-8086-4287>

0009-0000-8086-4287

**Corresponding Author:** [Ogundimu\\_o@pti.edu.ng](mailto:Ogundimu_o@pti.edu.ng)

### **ABSTRACT**

**Background:** Leadership communication has transitioned from rhetorical argumentation to transformative strategies of emotional intelligence, storytelling, and adaptability. For Petroleum Training Institute (PTI), in current leadership contexts, these methods are essential for allowing trust, partnership, and commitment.

**Objective:** The goal of this study was to analyze the common traits of effective leadership communication and assess its fitness for various situations and barriers, such as culture and digital miscommunication.

**Method:** This research utilized a qualitative, descriptive research design. Speeches, leadership case studies, and interviews were analyzed thematically to identify patterns and insights about effective communication strategies.

**Results:** Traits identified in the core include emotional ones (65%), storytelling (60%), vision alignment (50%), and empathy (45%). Nonverbal elements added trust, clarity, and engagement. Factors were conceptualized, and a conceptual model underscored the interplay of these factors with adaptability.

**Conclusion:** Trust, collaboration, and empathic, adaptive, sensitive cultural communication is transformational leadership communication.

**Unique Contribution:** This study bridges the gap between traditional rhetorical and modern transformational communication frameworks.

**Key Recommendation:** Digital tools should augment storytelling and emotional intelligence for inclusivity, and leaders should use them to do so.

**Keywords:** Leadership Communication, Transformative Leadership, Emotional Intelligence, Storytelling in Leadership, Non-Verbal Communication.



## INTRODUCTION

Leadership communication refers to the way in which leaders can convey information, ideas, missions, and objectives to subordinates, customers, or other stakeholders to create positive change within an organization and affect the achievement of the desired goals. It includes verbal, non-verbal, and written communication media, stress clarity, authenticity, empathy, and strategic purpose. Leadership communication is an essential skill that helps make or break leaders in all professional fields (Riggio, 2024; Owen, 2024). Being an effective leader does not just entail putting words into people's ears; it requires formulating messages that create the chicken and eggs effect, making it inspiring and motivational such that everyone on board wants to get on to achieve one's vision and goal. Leadership communication has moved from the old style of argumentative discourse, centered around logical persuasion, to transformational communication, the more modern model of emotional language rooted in collaborative relationships and engagement (Irfan *et al.*, 2024; AlAfnan & Dishari, 2024; Adeyemi *et al.*, 2024).

Principles of clarity, empathy, and vision form the foundation of transformative leadership communication and help leaders chart their course through the cacophony of modern organizations (Devdas, 2024; Garrison, 2024; Rosas, 2024). Today, the world is fast-moving, multicultural, and driven by technology, and the ability to communicate effectively is a vital cornerstone to leadership success. By moving from argumentation to connection, leaders can create trust and inclusion, which shapes organizational culture and enables sustained performance (Chakraborty, 2024).

The challenges of communication in modern leadership are made by globalisation, diversity and technological advancement that makes for a modern leadership with flexibility, cultural awareness and emotional intelligence. Many studies exist in relation to rhetorical and transactional communication frameworks or specifically traits like clarity and persuasion, yet little is known about the use of holistic, transformative communication strategies that employ emotional intelligence and adaptation. Furthermore, most previous studies focused on one specific geographical or organisational context, allowing the monolithic universal traits and adaptive strategies of leaders to be ignored amongst all the different, dynamic audiences. They were filled by this study, which identified effective leadership communication features and models as a transformative framework to improve trust, collaboration and influence in complex environments.

Leadership communication, which was primarily a verbal construct in the past, is now becoming more strategic and human-centric (Nwafor, *et al.*, 2023; Dietz & Mulder, 2024; Jameel & Aqil, 2024). This study explores the multifaceted nature of leadership communication, cognising its transition from purely rhetorical to a more strategic and human-centric domain. Locked in our historical frames of reference, it is difficult to understand this evolution, which is vital for managing the overburdened leadership demands at the Petroleum Training institute, Effurun.



## **Research Aim and Objectives**

The aim of this study is to explore and analyse the core elements of effective leadership communication that move beyond argumentative methods, focusing on strategies that foster trust, collaboration, and influence. The following objectives guided this study:

- i. To analyse the core elements of effective leadership communication
- ii. To examine the role of emotional intelligence (EI) in leadership communication Petroleum Training Institute, Efurum, Delta State, Nigeria
- iii. To explore strategies for overcoming barriers to effective communication
- iv. To assess the adaptability of leadership communication in varying contexts

## **LITERATURE REVIEW**

### **Leadership Communication: Elements, Challenges and Models**

Effective leadership communication is characterised by several key elements that distinguish successful leaders from their peers. These elements include clarity, empathy, authenticity and strategic vision (Henry & Jonathan, 2024; Joel & Oguanobi, 2024; Singh, 2024; George, 2024; Kim *et al.*, 2023). Despite its importance, leadership communication is fraught with challenges that leaders must navigate to maintain influence and effectiveness. For instance, Saggese (2023) and Winters (2020) opined that leaders typically encounter personal and organisational biases that distort communication. Stereotyping, favouritism, and resistance to change are some of these biases, which can cause messages from these spaces to lack clarity and inclusivity. In explaining the challenge of navigating cultural barriers, Daramola *et al.* (2024) argued that cultural differences make communication a problem in increasingly globalised workplaces. Leaders must develop the competence to bridge language, value, and norm disparities to create mutual understanding to work in diverse teams.

Furthermore, Adapting to Digital Communication is another notable challenge; Digital communication brings with it its own challenges: no one, no note, and no nonverbal cues; no emotional connection; and a heightened risk of misinterpretation (Onyejelem & Aondover, 2024) Lacking authenticity and engagement in virtual environments is a problem for leaders (Saggese, 2023). Exceptional communicative skills are needed to cope with extreme communication situations, such as high-pressure environments like organizational crises or public controversies. To continue to build trust and to help their organisations navigate uncertainty, leaders must communicate transparency, empathy, and decisiveness (Gravell, 2024)

### **Effective Communication Models**

Numerous models of leadership communication have been developed to address these challenges and optimise leaders' impact. This model includes the Transformational Leadership Model and Situational Leadership Model. Transformational leaders communicate a compelling vision that



inspires, motivates, intellectually stimulates, and provides individualised support (Deng, 2023). Their approach is based on the emotional and relational aspects of communication, and because of that, leaders can drive lasting change (Bashori *et al.*, 2022). Situational leadership focuses on tailoring communication strategies to fit the needs of the audience and the context (Wuryani, 2021 & Monehin & Diers-Lawson, 2022). For example, leaders might employ a directive style during crises and a participative style during collaboration.

### **Theoretical Foundations**

Leadership communication, as asserted by reputable scholars such as Nanjundeswaraswamy *et al.* (2024), Dugan (2024), and Salonen (2024), is grounded in several theoretical frameworks that offer insights into how leaders effectively convey their vision and foster collaboration. Two key theories provide the foundation for this study:

- a. **Rhetorical Communication Theory:** This theory has to do with the art of persuasion and leaders choosing to use ethos (credibility), pathos (emotional appeal), and logos (logical argument) to convince their target audience. In the history of leadership communication, rhetorical theory has always relied on organising a powerful argument to gain acceptance and act. Critics, however, point to issues with traditional rhetoric: arguments that often seem more polished than emotional, not to mention disconnected from the experience and needs of diverse modern audiences who prize authenticity over pat appeals (Yuan *et al.*, 2024 & Miike, 2024).
- b. **Transactional Communication Theory:** Unlike the linear model of rhetorical communication, transactional theory sees communication as a fluid, two-way process. This perspective highlights the impact of feedback, context, and mutual understanding in leadership communication. Leaders who willingly partner with their audience foster collaboration and shared meaning rather than merely transmit information adopt this leadership theory. Both theories highlight the transformation of leadership communication from persuasion-oriented to interaction-centred, from focusing on the leader to situational and relationship-building approaches and adaptability (Rabiul, 2024).
- c. **Emotional Intelligence (EI) Theory in Leadership Communication:** As Daniel Goleman popularised, effective leadership communication requires EI. These qualities involve self-awareness, self-regulation, motivation, empathy, and social skills, which are necessary to lead in the face of the complexity of interpersonal relationships. People with high EI can read their audience's emotions, tailor their communication style to the situation, and thus build trust around their messages (Ahsan, 2023 & Shrivastava *et al.*, 2022).



## **METHOD**

### **Research Design**

This study utilised a non-experimental, descriptive design to determine insights instead of testing hypotheses. Vivek and Krupskyi (2024) suggested that a qualitative approach is better suited for capturing the nuances of human behaviour, the tone, and the exchange of interaction between human and their surroundings with the contextual factors that impact the communication of leadership. This study utilised a content analysis method whereby comprehensive consideration of speeches, interviews, and leadership case studies is carried out to determine agreements, themes, and insights concerning effective communication. The study analysed real-world examples to make practical recommendations for leaders in various domains, from politics to business to social movements.

### **Data Sources**

The data for this study were drawn from two primary categories: primary (speeches and addresses by influential leaders) and secondary (books and articles on leadership communication, case studies and reports and digital media analysis) sources. These diverse sources provide a wide and complete understanding of leadership communication in manifold contexts and media.

### **Sampling Method**

The study adopts a purposive sampling technique to select data sources. This non-probability sampling method is appropriate for qualitative research, as it allows the researcher to intentionally choose cases that are rich in information and relevant to the study objectives. The sampling criteria included relevance to leadership communication, diversity of context, global representation and temporal relevance

### **Data Analysis Techniques**

The study employs thematic analysis as the primary data analysis technique. Thematic analysis involves identifying, organising, and interpreting patterns or themes within qualitative data. The process included steps such as familiarization with data, coding, theme development and interpretation. The study used triangulation, cross-referencing findings from multiple sources, to enhance the rigour of the analysis. This approach ensured that the conclusions were well-supported and reliable.

## **RESULT**

The thematic analysis of speeches, interviews, and leadership case studies revealed patterns across four key dimensions: They are largely core traits of leadership communication, nonverbal



communication, adaptability, and challenges. These findings are illustrated with visual representations such as tables and charts.

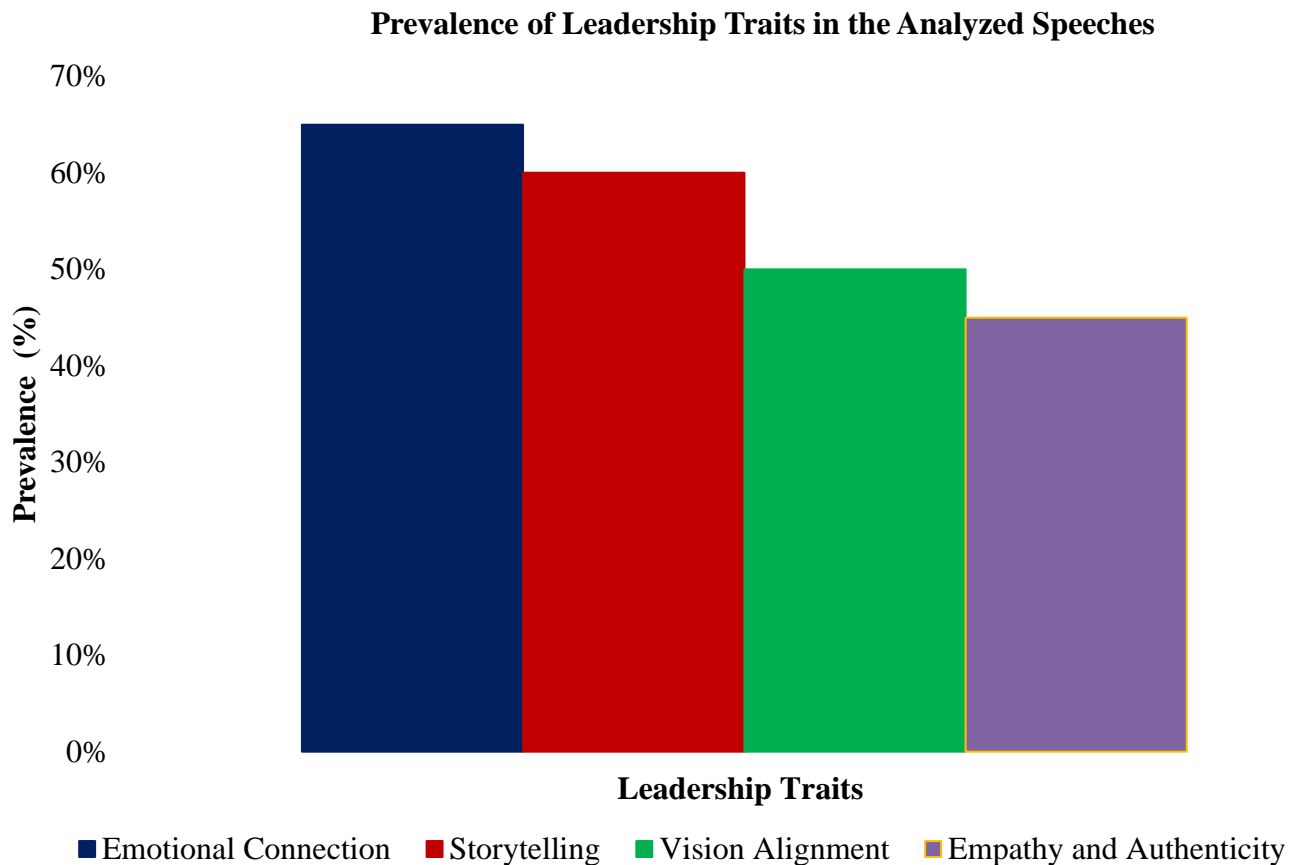
### **Core Traits of Transformative Leadership Communication**

The analysis identified four primary traits of transformative communication: emotional connection, storytelling, vision alignment, and empathy. These traits were consistently seen across the reviewed data.

**Table 1:** Traits of Transformative Leadership Communication

<b>Trait</b>	<b>Definition</b>	<b>Illustrative Example</b>	<b>Prevalence (%)</b>
<b>Emotional Connection</b>	Building rapport with the audience through shared values and relatable language.	Nelson Mandela's unity-themed speeches.	65%
<b>Storytelling</b>	Using narratives to simplify complex ideas and create lasting impact.	Steve Jobs' product-launch stories.	60%
<b>Vision Alignment</b>	Communicating a clear and compelling goal aligned with organisational or societal priorities.	Jacinda Arden's leadership during crises.	50%
<b>Empathy and Authenticity</b>	Understanding audience concerns and aligning actions with values.	Mother Teresa's appeals for compassion.	45%

---



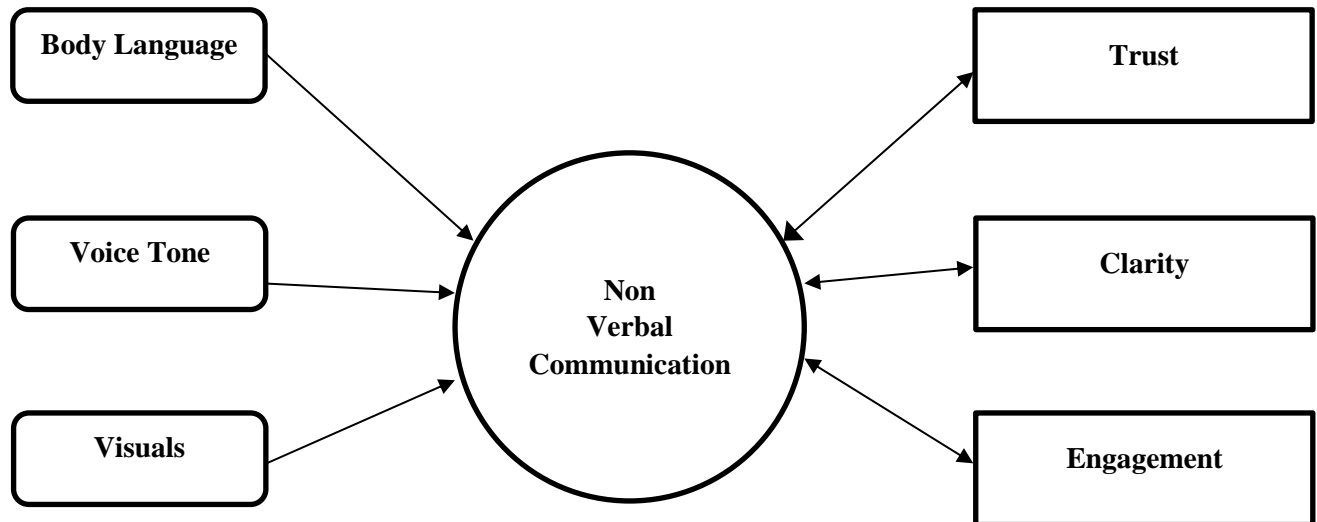
**Figure 1:** Prevalence of Leadership Traits in the Analysed Speeches

### **Role of Non-Verbal Communication**

Non-verbal cues significantly enhance the impact of verbal communication. Key findings revealed that open gestures and firm postures were common with leaders who conveyed confidence and approachability. Leaders adjusted their tones according to the business context: empathetic in crises and persuasive in campaigns. And lastly, in virtual communication, visuals like slides and video were necessary to continue to engage the audience.

**Table 2:** Non-Verbal Communication Elements in Leadership

Non-Verbal Element	Key Contribution	Illustrative Example
<b>Body Language</b>	Enhances authority and approachability.	Barack Obama’s open gestures during addresses.
<b>Tone of Voice</b>	Matches context to evoke an appropriate emotional response.	Martin Luther King Jr.’s persuasive cadence.
<b>Visual Cues</b>	Reinforces verbal messages through visuals.	TED talks integrating impactful slides and animations.



**Figure 2:** The Role of Non-Verbal Communication

Figure 2 is a *conceptual diagram that connects non-verbal elements (body language, tone, visuals) with communication outcomes like trust, clarity, and engagement.* It is a perfect way to illustrate how non-verbal communication plays an important role in determining the success of leadership and relations within and between people. It shows how non-verbal cues such as gestures, voice intonation, and imagery are vital to reaching confidence, understanding, and attention. Integrating these elements makes the model highly outstanding because they all form the subject of a symbiotic relationship. Therefore, while gesture scaffolds talk, it is important to impart that gestures do more than complement, accompany, and even recur in place of speech. From the kind of flowchart that has been drawn out, one can decipher how these cues translate into real results.





The depth of the chart provides a clear indication of how integrated these cues are in the communication process fabric. Lastly, the model offers a strong message to always pay attention to how one speaks to others and vice versa; the paranormal cues are the most meaningful message indicators.

### **Adaptability in Communication**

The study discovered that adaptability is a central theme in leadership communication, most imperative in relation to crisis situations, cross-cultural contexts, and digital communication.

- a. **Crisis Situations:** Leaders' messages were tailored to reassure and mobilise their audience. Winston Churchill's wartime speeches are a perfect example.
- b. **Cross-Cultural Communication:** Leaders of multinational organisations altered language and examples to reflect cultural differences, which were effective leaders.
- c. **Digital Platforms:** To maintain engagement in virtual environments, leaders adopted concise and interactive communication.

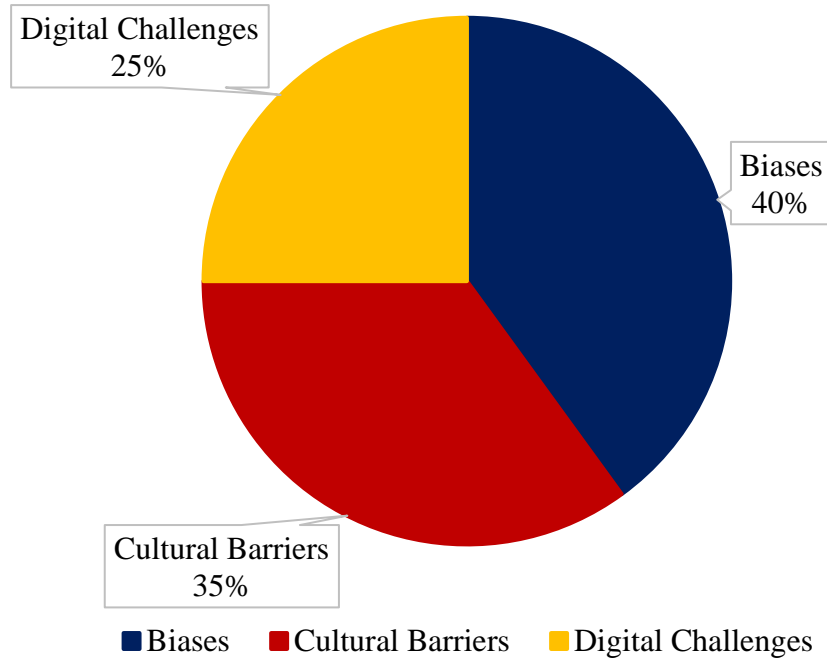
**Table 3:** Adaptability Across Contexts

<b>Context</b>	<b>Adaptation Strategy</b>	<b>Example</b>
<b>Crisis Communication</b>	Reassurance and mob leaders adopted concise and interactive communication to maintain engagement in virtual environmentsilization through empathetic messaging.	Jacinda Ardern's crisis leadership.
<b>Cross-Cultural Context</b>	Use of culturally sensitive language and examples.	Multinational CEOs addressing global teams.
<b>Digital Platforms</b>	Concise messaging with interactive visuals.	CEOs' webinars during COVID-19.

### **Challenges in Leadership Communication**

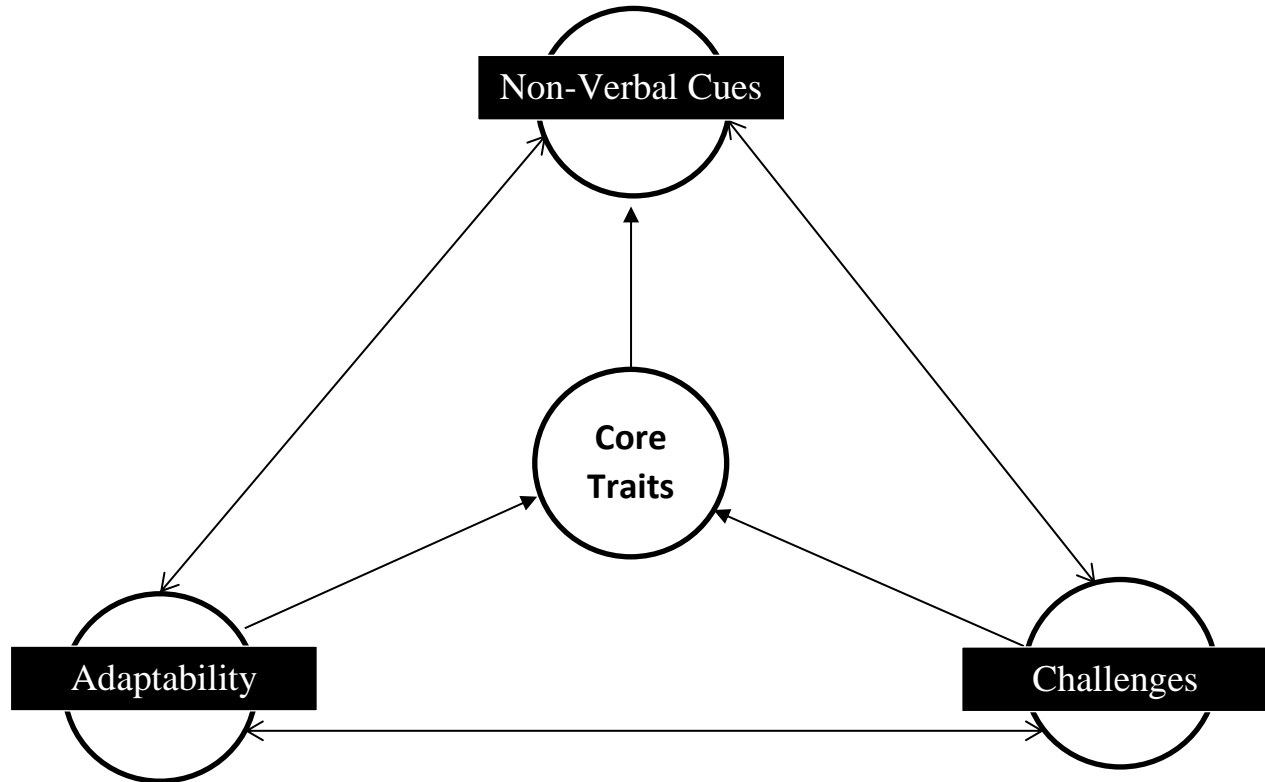
The analysis identified several barriers that leaders encounter, including biases, cultural misunderstandings, and digital challenges.

### Challenges in Leadership Communication



**Figure 3:** Percentage of Challenges in Leadership Communication

### Visual Insights and Practical Implications



**Figure 4:** A conceptual model illustrating the relationship between core traits, non-verbal cues, adaptability, and challenges in leadership communication.

The conceptual model shows that leader communication is an intertwined system of core traits, nonverbal cues, adaptability, and challenges. Your basic personality translates this emotional intelligence, authenticity, and confidence into the manner in which these leaders communicate. Externally, these traits show up through the nonverbal cues of what we give with our body language, tone of voice, and eye contact, all of which significantly shape how messages are received. Adaptability operates as a key feedback loop to act on which leaders apply(s) their communication styles to audience feedback and situational demands for clarity and engagement. A leader's resilience is tested by challenges, for example, misinterpretation or cultural differences, which might require adjustments to nonverbal cues and strategies. By looking at the feedback loops of the model, you can see growth, where the overcoming of challenges and adapting well continue to shape core traits in leadership communication, leading to the continuous development of leadership communication. This framework supports the interconnectedness of self-awareness, situational sensitivity, and flexibility for cultivating trust and engagement.



## DISCUSSION

The findings of this study underline the transformative power of leadership communication in building trust, teamwork, and engagement. Leaders must leave behind the argumentative communication model and adopt an empathetic, emotionally intelligent model. This finding coincided with a study by Goleman *et al.* (2022) on emotional intelligence in leadership that revealed that empathetic communication dramatically boosts team morale and productivity. Recent work by Hansen *et al.* (2023) shows that leaders who use storytelling to connect organisational goals with team values get greater team commitment. For instance, as presented in Table 1, storytelling brings together team members to weave in and around common narratives that empower, foster cohesion, and dampen down conflict. Additionally, as presented in Table 2 and Figure 2, non-verbal communication is important. Similar studies affirm that tone, gestures, and body language all strengthen the aspect of trustworthiness, as Martinez and Leija (2023) establish in their research on body language in corporate leadership. Their study showed that if employees receive consistent non-verbal cues, it makes it more credible.

The leadership communication's digital transformation offers new opportunities and new challenges as suggested in Figure 4. Now, leaders can engage with global audiences through the digital platform, which is opening up to the world with greater inclusivity and transparency. But in virtual settings, non-verbal communication often does not offset the limited effectiveness of personal interaction. This phenomenon has received mixed insights in recent studies. Hansen *et al.* (2023) illustrate that most non-verbal cues are preserved when visual elements are prioritised and virtual communication tools like video conferencing. However, Gupta *et al.* (2024) noted that there often is a lack of immediate feedback from asynchronous digital communication, which causes misunderstandings. The result of this study confirms that leaders who use digital settings with visual aids, interactive feedback mechanisms, and concise messaging can overcome these issues. Furthermore, the thematic analysis suggests that conceptualising cultural adaptability is important in connection to Sato and Zhu *et al.* (2006) work on cross-cultural communication. The research finds that leaders who tailor their tone and message structure to the cultural context see more engagement from audiences in meetings taking place virtually.

The thematic analysis, as presented in Tables 1, 2, and 3, highlights three core traits: adaptability, emotional connection, and storytelling. With this rise in emotional intelligence, one begins to understand that the most effective leadership communication is a result. The findings of this study situate with Kumar & Singh's (2023) analysis of transformative leadership in transformative leadership, highlighting empathy and adaptability for forming resilient teams. Despite that, storytelling remains a key way to simplify complex ideas and help your audience come to a common understanding of your world. Just as O'Reilly's (2024) research indicates that effective use of storytelling helps leaders unify disparate audiences, findings also supported the work of leaders like Nelson Mandela and Jacinda Ardern. This study extends the discussion, taking the discussion of storytelling a step further as it explores the complementation of storytelling by nonverbal cues to give the message depth. Another great theme is adaptability across cross-cultural and crisis contexts. So, for example, in confronting crises, leaders should shape strategies for



communication for clarity and assurances. In the study of crisis leadership by Riggio & Newstead (2022), they illustrated how their adaptable communication has paved the way for stronger stakeholder confidence.

In line with recent literature, this study, Figure 3, reveals the main challenges: cultural barriers, digital miscommunication, and biases. Communication often leads to some form of bias, the most common being a lack of audience awareness. In a 2021 study, Gonzalez *et al.* found that leaders reduce the influence of implicit biases by dedicating their time to audience feedback sessions. To find your way through (un)friendly territory means navigating the cultural aspect and the communication norms. The findings of this study echo those of Zwack *et al.* (2023), who suggest that deep cultural alignment can be accomplished through co-creating communication strategies with local representation. Also, digital challenges must be dealt with in hybrid ways by combining in-person interactions with virtual tools to conserve emotional and non-verbal parts.

This paper utilized transactional communication theories to explore the dynamic interplay movement between leaders and their audiences. It also expands emotional intelligence (EI) frameworks by showing how adaptability plays a second role in modern leadership communication. In recent studies, Rogers (2012) argues that adaptability is the most important trait in leadership communication in rapidly changing environments. This finding is consistent with the study results, which highlight the importance of communication strategies on the basis of the needs of the specific audience and the environmental context.

Furthermore, this study contributes to the rapidly maturing discussion of digital leadership communication by formulating recommendations for avoiding the shortcomings of virtual environments. It further complements existing research by merging visual tools and interactive mechanisms into leadership frameworks. This discussion underscores the evolving nature of leadership communication by connecting the findings to contemporary studies. It offers actionable insights for leaders to navigate the complexities of digital, cultural, and crisis contexts effectively.

## **CONCLUSION**

The study elucidates on leadership-employee communication by means with passion, empathy, decisiveness, and galvanizing staff, in Petroleum Training Institute, Effurun. Some of the leadership challenges be faced include; empathy, crisis management and the use of digital tools in trying to overcome them. Based on the findings and discussions, the following recommendations are proposed for enhancing leadership communication:

- a. Leadership emotional intelligence should be encouraged and fostered through training and reflective practice at the Petroleum Training Institute, Effurun, Delta State
- b. Practices, including focusing on incentives that are in harmony with organizational cultures to ensure that they carry dominant and appealing stories, should be encouraged. This means that leaders can build stories full of life, good, useful, and focused on who the audience is and what it wants.



- c. Leaders who use gestures and other physical signs must be alert regarding their tone, gestural expressions, and facial expressions.
- d. Weekly debrief meetings and diversity-off sessions can help leaders identify biases in their interaction patterns and work to correct them.
- e. Future research is needed on communication strategies in new models of leadership, such as servant leadership and distributed leadership. With hybrid work models emerging, studies must shift to answering how leaders can lead effectively in fully or partially digital settings.

### **Ethical clearance**

Ethical consent was sought and obtained from the participants in this study. They were made to understand that the exercise was purely for academic purposes and that their participation was voluntary.

### **Acknowledgments**

The author acknowledges JessieGie Research Associates for assisting with data collection and typesetting of the primary manuscripts. All scholars whose research contributed to the success of this paper are duly acknowledged and appreciated.

### **Sources of funding**

The study was not funded.

### **Conflict of Interest**

The author declares that the research was conducted without any commercial or financial relationships that could potentially create a conflict of interest.

### **Authors' Contributions.**

Olusegun Ogundimu conceived the study and was responsible for all processes involved in its completion. The author has critically reviewed and approved the final draft and is responsible for the content and similarity index of the manuscript.

### **Availability of data and materials.**

The datasets on which conclusions were made for this study are available on reasonable request.



## REFERENCES

- Adeyemi, A., Falobi, F., Akin-Odukoya, O., Onyejelem, T. E., & Ridwan, M. (2024). Influence of crisis communication strategies on public perception of organisations: A study of Caleb University. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 7(4), 978-989.
- Ahsan, M. J. (2023). The role of emotional intelligence in effective corporate social responsibility leadership. *International Journal of Organizational Analysis*, 31(8), 75-91.
- AlAfnan, M. A., & Dishari, S. (2024). A Critical Discourse Analysis of Mandela's „I am Prepared to Die“ Speech: Insights into Language of Transformational Leadership. *World*, 14(1).
- Bashori, B., Yusup, M., & Khan, R. (2022). From Vision to Reality: A Holistic Examination of Transformational Leadership as a Catalyst for Cultivating Organizational Culture in Pesantren. *Development: Studies in Educational Management and Leadership*, 1(2), 133-152.
- Chakraborty, U. (2024). *Transformation of leadership for sustenance and survival of business*. OrangeBooks Publication.
- Daramola, G. O., Adewumi, A., Jacks, B. S., & Ajala, O. A. (2024). Navigating complexities: a review of communication barriers in multinational energy projects. *International Journal of Applied Research in Social Sciences*, 6(4), 685-697.
- Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: an evidence-based primer. *Human Resource Development International*, 26(5), 627-641.
- Devdas, D. (2024). *The Human Equation: Penta Factor*. Devaprasad.
- Dietz, J. L., & Mulder, H. B. (2024). *Enterprise ontology: A human-centric approach to understanding the essence of organisation*. Springer Nature.
- Dugan, J. P. (2024). *Leadership theory: Cultivating critical perspectives*. John Wiley & Sons.
- Garrison, G. H. (2024). *LEAD! Book 2: Developing Your Leadership Style*. Simon and Schuster.
- George, A. S. (2024). The Symbiotic Relationship Between Visionary and Pragmatic Leadership in Propelling Organizational Success.
- Gravell, R. (2024). *Communication problems in elderly people: Practical approaches to management*. Taylor & Francis.
- Gupta, S., Verma, P., Patel, P. and Kanungo, R. (2024), "Guest editorial: Leadership strategies for sustaining business success in the post-pandemic era", *Journal of Asia Business Studies*, Vol. 18 No. 5, pp. 1133-1141. <https://doi.org/10.1108/JABS-10-2024-518>



- Hansen, P. M., Mikkelsen, S., Rehn, M. (2023). Communication in Sudden-Onset Major Incidents: Patterns and Challenges—Scoping Review. *Disaster Medicine and Public Health Preparedness*. 2023;17:e482. doi:10.1017/dmp.2023.132
- Henry, E., & Jonathan, H. (2024). *The Role of Vision and Purpose in Effective Leadership* (No. 13670). EasyChair.
- Irfan, F., Khan, A. U. R., Islam, A., Krishnasamy, H. N., & Parveen, S. (2024). Persuasive Language In Leadership: Analysis Of Mr Imran Khan’s Interview. *Journal of Applied Linguistics and TESOL (JALT)*, 7(4), 608-622.
- Jameel, A., & Aqil, Z. (2024). Training for Inclusive Communication: Investing in Human Rights Education. *Crucial Communication: Improving Conversations at Workplace*, 49.
- Joel, O. T., & Oguanobi, V. U. (2024). Leadership and management in high-growth environments: effective strategies for the clean energy sector. *International Journal of Management & Entrepreneurship Research*, 6(5), 1423-1440.
- Kim, T. Y., David, E. M., Chen, T., & Liang, Y. (2023). Authenticity or self-enhancement? Effects of self-presentation and authentic leadership on trust and performance. *Journal of Management*, 49(3), 944-973.
- Martinez, S. & Leija, N. (2023). Distinguishing Servant Leadership from Transactional and Transformational Leadership. *Advances in Developing Human Resources*. 25. 141-188. 10.1177/15234223231175845.
- Miike, Y. (2024). Asiaticity and the field of Asian communication theory: Today and tomorrow. In *The Routledge Handbook of Cultural Discourse Studies* (pp. 45-69). Routledge.
- Monehin, D., & Diers-Lawson, A. (2022). Pragmatic optimism, crisis leadership, and contingency theory: A view from the C-suite. *Public Relations Review*, 48(4), 102224.
- Nanjundeswaraswamy, T. S., Nagesh, P., Bharath, S., & Vignesh, K. M. (2024). Leadership theories and styles—A systematic literature review and the narrative synthesis. *Human Resources Management and Services*, 6(3), 3477-3477.
- Nwafor, K. A., Oginyi, R.C. & Okwubunka, U. (2023). Public relations and industrial harmony in Ebonyi State University, Abakaliki. *South East Journal of Public Relations*, 5(1), 39-64.
- Onyejelem, T. E., & Aondover, E. M. (2024b). Digital Generative Multimedia Tool Theory (DGMTT): A Theoretical Postulation. *Journalism*, 14(3), 189-204.
- Owen, J. (2024). *The leadership skills handbook: 100 essential skills you need to be a leader*. Kogan Page Publishers.





- Rabiul, M. K. (2024). Does transactional leadership generate work engagement in the hotel industry? The role of motivating language and job prestige. *Journal of Quality Assurance in Hospitality & Tourism*, 25(3), 442-466.
- Riggio, R. E. (2024). Developing Student Leader Emotional and Social Communication Skills. *Journal of Campus Activities Practice and Scholarship*, 6(1), 68-73.
- Rosas, R. (2024). *A Phenomenological Study: Perceived Leadership Traits of a Rural California Indian Healthcare Clinic* (Doctoral dissertation, California Southern University).
- Saggese, D. (2023). *Beyond Words: The Neuroscientific and Multifaceted World of Non-Verbal Communication in Modern Society*.
- Salonen, A. (2024). *Developing leadership communication in theory and practice*.
- Shrivastava, S., Martinez, J., Coletti, D. J., & Fornari, A. (2022). Interprofessional leadership development: Role of emotional intelligence and communication skills training. *MedEdPORTAL*, 18, 11247.
- Singh, S. L. (2024). *Organizational Communication-Strategies for Effective Workplace Dynamics*. Cipher Publisher.
- Vivek, R., & Krupskyi, O. P. (2024). *EI & AI in leadership and how it can affect future leaders*.
- Winters, M. F. (2020). *Inclusive conversations: Fostering equity, empathy, and belonging across differences*. Berrett-Koehler Publishers.
- Wuryani, E., Rodlib, A., Sutarsib, S., Dewib, N., & Arifb, D. (2021). Analysis of decision support system on situational leadership styles on work motivation and employee performance. *Management Science Letters*, 11(2), 365-372.
- Yuan, Y., Ganapathy, M., & Moindjie, M. A. (2024). The Rhetorical Communication of Identification Theory in the Translation of Chinese News into English. *International Journal of English Linguistics*, 14(1).