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THE ROLE OF LEADER COMMUNICATION IN PROMOTING EMPLOYEES' PERSONAL LEADERSHIP

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Abtract

Purpose – the purpose of this article is to explore the role of leader communication in promoting employee personal leadership within organizations.

Design/Methodology/Approach – this study examines the impact of leader communication on employee personal leadership through a systematic/logical analysis of existing scientific literature and quantitative research methodology.

Findings – effective leader communication is essential for fostering personal leadership among employees. Leaders who communicate effectively can enhance employees' sense of responsibility, motivation, and ability to initiate changes. Conversely, poor communication can lead to misunderstandings, reduced motivation, and decreased performance. Leader communication involves sharing information, motivational speaking, organizing individual meetings, emphasizing organizational values and goals, and promoting collaboration. Effective communication styles include transformational, transactional, and situational leadership approaches. Leaders who use these styles can significantly influence employee personal leadership.

Research Limitations/Implications – the scope of this study is limited to a literature review, and further empirical research is needed to validate the findings. The study focuses on administrative employees, and future research could expand to other sectors.

Practical Implications – the findings of this study can be valuable for organizational leaders, HR professionals, and communication strategists in developing communication strategies that promote personal leadership among employees. By fostering personal leadership, organizations can enhance employee motivation, job satisfaction, and overall performance.

Originality/Value – this article contributes to the understanding of the critical role of leader communication in promoting personal leadership among employees. It offers insights for leaders, communication specialists, and researchers in developing effective communication practices that support personal leadership. The findings can also inform policymakers in creating supportive environments for effective leadership communication, leading to better organizational outcomes and employee development.

Research Type: literature review and quantitative research methodology.

Keywords: leader communication, personal leadership, organizational communication, employee motivation, transformational leadership, transactional leadership, situational leadership, leadership styles.

Introduction

In today's rapidly changing and fiercely competitive landscape, effective leadership stands as a cornerstone for organizational success. Leaders, endowed with the ability to communicate adeptly, comprehend challenges, and swiftly adapt to evolving scenarios, play a

pivotal role in guiding organizational operations. Their influence directly shapes the trajectory of the organization, impacting employee efficiency and adaptability. Consequently, personal leadership has emerged as a paramount attribute within organizations, addressing the multifaceted challenges they encounter. Personal leadership encapsulates an individual's capacity to assume responsibility, lead oneself, pursue excellence, and instigate change a skill set indispensable for navigating organizational growth amidst perpetual flux.

Scientific discourse underscores the imperative for leaders not only to communicate effectively with their teams but also to employ suitable communication strategies to cultivate personal leadership among employees. This entails continuous information sharing, motivational discourse, individualized engagements, and the accentuation of organizational values and goals during interactions. Leaders fostering a culture of personal leadership empower employees, bolstering their sense of significance within the organization, thus augmenting motivation and job satisfaction. Hence, communication emerges as a linchpin in fostering a culture of effective personal leadership within the organizational milieu (Avolio & Gardner, 2005).

Over the past two decades, the communication landscape within organizations has garnered significant academic and practical attention. Organizations grapple with challenges stemming from a dearth of personal leadership among employees, owing to an inadequate grasp of the nuanced characteristics, channels, and skills underpinning effective leader communication at various levels—individual, team, and organizational. Effective communication, therefore, assumes critical significance for leaders, furnishing them with the means to influence employees and shape organizational outcomes. From a communication theory perspective, communication serves as a linchpin in sculpting social behavior and fostering personal development, underpinning the creation and sustenance of social order across relationships, groups, organizations, and societies—an element with profound implications for organizational climate and collaboration (Rizvi & Popli, 2021).

Leadership fundamentally constitutes a communicative process between leaders and employees, wherein leadership dialogues serve as catalysts for unlocking new possibilities. The scientific literature underscores the importance of personalized conversations, mirroring ordinary human interaction rather than merely dictating directives. Leaders wield considerable influence over employees' thoughts, feelings, creativity, and actions, thereby shaping organizational processes and outcomes, particularly within business settings.

Personal leadership, characterized by leaders' actions rooted in personal values, beliefs, and emotions, assumes paramount significance in contemporary organizational contexts. Strategies for promoting personal leadership typically span three main dimensions: psychological (emotional), competencies, and evaluation (reward). Communication tools and methods play a pivotal role in addressing leadership challenges, with key aspects such as frequency, predictability, responsiveness, clarity, and mode of communication being pivotal.

In today's knowledge-driven economy, where technical, interpersonal, and conceptual competencies pervade organizational hierarchies, equitable and respectful communication between leaders and subordinates becomes imperative. Such communication fosters an environment wherein employees feel valued, heard, and respected, nurturing a culture of mutual learning and knowledge exchange. Furthermore, organizations can cultivate personal leadership among employees by implementing rewards and recognition systems, supplemented by empathetic, caring, and feedback-rich leadership practices (Baqir et al., 2020).

Additionally, meaningful work emerges as a linchpin in fostering personal leadership. Leaders, through effective communication, can underscore the significance of work, emphasizing spiritual qualities such as listening, honesty, consideration, conscience, and

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empathy. By aligning organizational values, mission, and vision with employees' identities, leaders infuse work with profound meaning, inspiring purpose-driven action among employees (Frémeaux & Pavageau, 2020).

In conclusion, effective leadership, underpinned by adept communication, stands as a linchpin in cultivating personal leadership within organizations. By fostering a culture of respect, equity, and meaning, leaders empower employees to unlock their full potential, driving organizational success amidst a backdrop of complexity and change.

Concepts of communication and personal leadership

The understanding of leadership has evolved over time, influenced by changing historical, cultural, political, and economic contexts. Leadership theories are often categorized into different styles, which vary based on their focus on either the leader or the followers. In leader-centered leadership styles, theories are rooted in the principles of the leader's self-realization and self-projection. This category includes theories that emphasize the achievement, growth, and development of followers. A key aspect of effective leadership involves encouraging employees to work towards a shared organizational vision. Leaders who act as motivational models in interpersonal relationships are particularly effective in this regard. An effective leader understands the needs of their followers, intervenes assertively, and facilitates motivational satisfaction. This approach helps generate employee acceptance of the organization's goals and mission, stimulates innovation, and aligns individual efforts with collective organizational interests (Sabino et al., 2024).

According to Nirmala (2021), leadership characterized by effective communication is communication the process that the leader (as a communicator) performs with the employees of his organization (named as communion). Poor or ineffective communication of the needs of the organization's employees A non-responsive leadership style usually results in poor organizational management and poor performance results (Kalogiannidis, 2020).

There is an underdeveloped understanding of the role of language in the context of leadership, therefore organizations face more and more challenges related to work efficiency, employee motivation, loyalty, job satisfaction and conflict resolution. Organizational communications specificity includes structuredness, where the arrangement is closely related to duties and assignments powers (Saputra, 2021).

Communication within an organization serves four primary functions: control, motivation, emotional expression, and information dissemination (Sabino, Reis Neto, Morais, & Ferreira dos Santos, 2024). It is a collaborative process in which meaning is constructed jointly. The ongoing exchange of messages evolves individual meanings and facilitates their convergence.

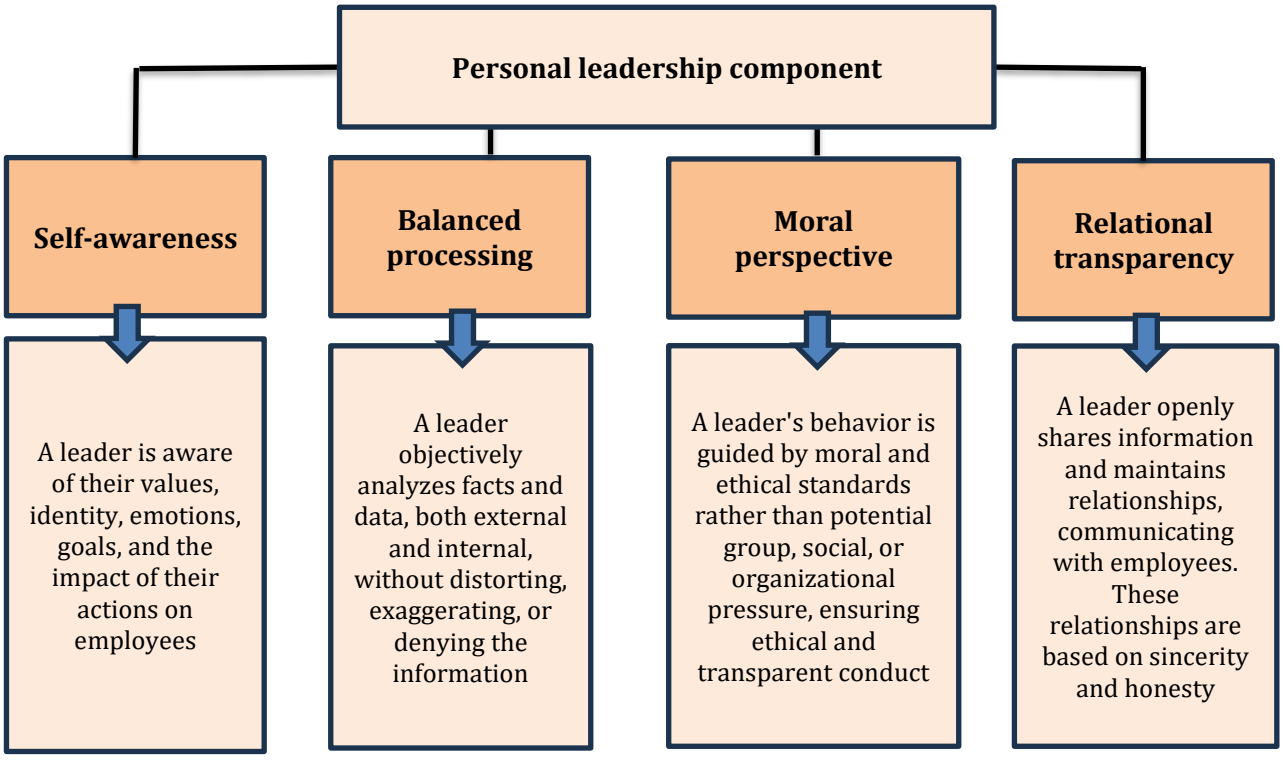
The effectiveness of communication hinges on the ability to encode and decode messages accurately. Effective communication is achieved when it fosters a shared understanding, and leaders must carefully formulate and transmit organizational messages to achieve this. Leaders need to be receptive to followers' opinions, communicate clearly and honestly, and build trust and commitment among their followers. Effective communication enhances followers' satisfaction, which, in turn, positively influences their performance. Therefore, leaders who excel in communication significantly contribute to the overall effectiveness of the organization (Sabino et al., 2024).

According to Otte (2023), when communicating, a person expresses four important messages simultaneously, depending on his chosen priorities. First, it transmits content or information. But with that at the same time, he conveys information about himself, his attitude or feelings - this is self-presentation. Later, he expresses his wishes, intentions or preferences,

indicating what he expects from the listener, which is called appeals. Finally, the sender shows his attitude towards the listener by revealing your relationship with him. It is a communication process influenced by various aspects that can be direct or expressed indirectly during speech.

During listening, the listener observes four main things: content, personal exposure, the attractiveness of the message, and the speaker's attitude toward the relationship with it. Often one of these elements are more interesting to the listener, so he listens more carefully to what is most important to him. Various messages can be observed, ignored, interpreted differently, remembered or forgotten, and this can lead to different interpretations of actions, motives and desires (Otte, 2023).

Employees play a significant role as they are expected not only to fulfill tasks but also to demonstrate personal leadership competencies, implement changes, or processes in their activities. In this context, active behavior is important, and flexibility and continuous improvement are based on personal initiative. According to Lisbona et al. (2021), personal leadership is described as a form of initiative that exists between active behavior, behavioral changes, and interaction with the dynamics of the environment. Characteristics of personal leadership include independence (pursuit of personal goals), initiative (ability to anticipate problems and opportunities), perseverance (ability to overcome obstacles), alignment with the organization (alignment with organizational goals, mission, values), and the ability to modify the environment (initiation of changes). It is important to note that an individual, using personal initiative, acts as a modifier of the environment.



Source: compiled by author based on Lisbona et al. 2021

Figure 1. Components of personal leadership

The first two components pertain to a leader's capacity to understand themselves truthfully and realistically, to uphold their values, and to behave consistently with those values. The adaptability of individuals largely hinges on this self-awareness, which serves as a foundation. Moreover, self-awareness is deemed an essential competence for achieving

effective or authentic leadership. The remaining two components are rooted in a value system that illustrates how leaders interact with others. The initial two dimensions correspond to the principles guiding leaders' actions and thoughts, whereas the latter two dimensions relate to the decisions leaders make when engaging with various stakeholders and during the implementation process (Corriveau, 2020).

In summary, leaders play a pivotal role in an organization's internal communication system. They set the tone for communication within the organization and are crucial in influencing how internal and external stakeholders perceive the organization's image and reputation. Senior leaders define the company's core identity, foster relationships with stakeholders, and convey the organization's values, objectives, and culture. According to Men, Yue, and Liu (2020), effective leadership communication is key to enhancing both internal and external reputations.

Overview of Leader Communication Skills

In the rapidly developing world of technology, workplaces, changing employees profiles, employees of different generations and changes in organizational structure increase the number of leaders communication challenges. Effective communication skills become perhaps the most important element to address the aforementioned challenges. Leader competencies include demonstrating ethics, a sense of security assurance, empowering others to self-organize, sense of connection and belonging, openness to new ideas, promoting and fostering learning. Effective communication in leadership involves the leader's and employee's ability to relate to others, listen, empathize, energize, motivate, lead, teach, share a point of view, perspective, vision, ideas and solutions. The connector of all these abilities communication becomes a component (Rizvi ir Popli, 2021).

In recent research by Yue, Men, and Ferguson (2024), the role of positive emotional culture within organizations has been explored. The study underscored the importance of motivational language as a critical leadership skill in cultivating employee engagement and organizational identification. Based on a quantitative survey of 482 full-time employees in the United States, the researchers discovered that effective leaders who employ motivational language - encompassing meaning-making, empathetic, and direction-giving communication - play a significant role in fostering a positive emotional culture marked by joy, companionate love, pride, and gratitude. This positive emotional culture, in turn, enhances employees' identification with the organization. Crucially, the research revealed that the positive emotional culture fully mediates the effect of corporate and leadership communications on employees' organizational identification, highlighting the pivotal role of motivational language in effective leadership. Giving motivational speeches and working towards the emotional well-being of the team are arguably among the most important leadership skills.

Understanding the necessary leadership skills and their relationship is crucial to developing leaders. Leadership skills are influenced by individual differences such as cognitive ability, personality, emotional control and values shaped by cultural context and personal experience (Guzmán et al., 2020).

Based on Guzmán et al. (2020), leadership skills can be categorized as follows:

- *Cognitive Skills*: These encompass abilities such as creative thinking, decision-making, and strategic problem-solving. They are crucial for comprehending complex behaviors and patterns.
- *Interpersonal Skills*: Defined as goal-oriented behaviors in face-to-face interactions, these skills include social awareness, coordination, negotiation, and persuasion.

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- *Business Skills*: This category involves managing personal, financial, and material resources, along with conducting operational analysis.
- *Strategic Skills*: These skills pertain to conceptualizing the organization's mission and vision, as well as understanding systems and solving problems.

The effectiveness of leadership communication with a team is important for several reasons. Effective communication by a leader provides the team with clear direction as they strive to meet organizational goals and expectations, which in turn improves team performance. Leadership communication also instills the company culture, facilitating coordination and collaboration among team members. This enables them to be more engaged, build on each other's work, and ultimately achieve group objectives more effectively (Newman, Ford, & Marshall, 2020).

Kapur (2020), adds a few more to the spectrum of skills and abilities communication skills that are necessary for a leader in an organization (table 1).

Table 1. Leader communication skills

Communication skill	Description
Active Listening	communication starts when the communication message is encoded by the sender and ends at the receiver when it is decoded. In order to correctly understand the sender's message to the receiver, it is important to continuously improve listening skills.
Non-verbal communication	non-verbal communication includes communication through body language, gestures, eye contact and voice a ton. When communicating, it is important to use body language, gestures, maintain eye contact and control the tone of voice.
Clear and concise Communication	when communicating in a work environment, it is important that information is communicated clearly and concise, for both senders and receivers. Clarity and brevity on the part of the recipients indicate that they have understood the message properly.
Friendliness	when shippers greet others in a friendly manner, it creates a positive atmosphere in which recipients feel to communicate. This element of communication makes it possible to create an environment of communication, in which information can be more easily exchanged and understood between parties.
Trust	working together, people must strive to increase the level of trust in each other, helping to ensure smooth cooperation and effective communication.Working together, people must strive to increase the level of trust in each other, helping to ensure smooth cooperation and effective communication.
Empathy	empathy becomes a decisive factor in leadership, listening and decision-making problems that arise.
Respect	respect is considered to be one of the most important communication skills for promoting the leadership in the organisation. Avoid insults, disrespectful tones and repartee in communication, strive to address and communicate with respect, while maintaining working relationships and ethical standards within the boundaries of good conduct and ethics.
Feedback	Leaders are recommended to give feedback to employees as often as possible on their performance, be open to conversation and be available at work.

Source: compiled by author based on Kapur, 2020.

It can be assumed that effective communication is a key factor in leadership, both in both personal and professional life. Active listening, non-verbal communication, clear clear and concise communication, friendliness, trust, empathy, open-mindedness, respect, feedback and an appropriate communication medium are key skills that promote smooth communication, improve relations between employees and their leaders, and help achieve common goals in an organisation or team. All of these skills have their own importance and impact, and integrating them into the daily communication can create a positive working environment (Thelen, 2021).

Quantitative Research Study on the Correlation Between Leader Communication and Personal Leadership Expression

Methodology

Purpose. The aim of this quantitative study is to determine how administrative employees in organization X within the education sector perceive and evaluate leader communication, and how this influences their personal leadership development. The study focuses on various aspects such as employees' opinions on successful leadership, significant leadership traits, and factors affecting their personal expression within the organization.

Research Design. A structured survey was conducted among the administrative employees of organization X to gather quantitative data on their perceptions of leader communication and its impact on their job satisfaction and personal leadership.

Participants. The respondents were randomly selected administrative employees from various departments of organization X, ensuring a representative sample. A total of 115 administrative employees participated in the survey.

Data Analysis. The collected data was analyzed using statistical methods to identify patterns and relationships between leader communication and job satisfaction, as well as personal leadership outcomes. The analysis included: Descriptive statistics, Correlation analysis, specifically using Spearman's correlation coefficient, to explore relationships between leader communication effectiveness and personal leadership, regression analysis to determine the impact of communication on personal leadership outcomes.

Results

Personal Leadership

Based on the data presented in the table, we observe that the effectiveness of a leader's communication has a strong positive correlation with personal leadership ($r = 0.699$, $p < 0.05$). This indicates that the more effectively leaders communicate, the more frequently personal leadership is exhibited. This finding supports the hypothesis that a leader's communication style is closely related to their personal leadership.

Additionally, other strong correlations between leader-employee communication and personal leadership are evident. Leader communication is strongly correlated with employee job satisfaction ($r = 0.777$), organizational climate ($r = 0.717$), and organizational image ($r = 0.753$), among other variables. These correlations indicate that a leader's communication style is a crucial factor influencing various aspects, including personal leadership (Table 2).

Overall, the data highlight that effective leader communication is not only vital for fostering personal leadership but also plays a significant role in enhancing job satisfaction, organizational climate, and the overall image of the organization.

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Overall Job Satisfaction

The study revealed a relatively high level of job satisfaction among employees, with an average score of 22.9 ± 6.1. This indicates that most employees feel somewhat or entirely positive about their work environment. The quantitative research showed a strong correlation between the effectiveness of communication with direct supervisors and job satisfaction. Specifically, effective communication with leaders positively influences employees' job satisfaction (Table 2).

Several specific aspects of a supervisor's communication, such as their willingness to provide assistance, share information, and inspire organizational goals, significantly impact employees' job satisfaction. Given that the variables in the study are ranked and binomial (bivariate), Spearman correlation coefficients were calculated. These coefficients were found to be statistically significant ($p<0.05$), with moderate ($0.3 < r < 0.7$) and strong ($r > 0.7$) correlations.

The results demonstrate a noteworthy and robust correlation between the effectiveness of communication by leaders and overall job satisfaction, suggesting that more effective leader communication correlates with significantly higher employee satisfaction. Moreover, significant correlations were identified between individual leader communication statements and various aspects of job satisfaction. Greater alignment (as indicated by a positive correlation coefficient r) or greater misalignment (as indicated by a negative correlation coefficient r) with specific leader communication statements corresponded to higher ratings of individual aspects of job satisfaction.

Effectiveness of Communication

The study explored the intricate relationship between leaders' communication styles and the manifestation of personal leadership qualities among employees. By analyzing the data, the researchers discovered a strong positive correlation, with a correlation coefficient of $r = 0.699$ r=0.699 and a significance level of $p < 0.05$ p<0.05. These results indicate that as the effectiveness of leaders' communication increases, there is a corresponding enhancement in the display of personal leadership qualities among employees. This correlation highlights the critical role that clear, transparent, and motivational communication from leaders plays in fostering an environment where employees feel empowered to take initiative, exhibit self-direction, and contribute more effectively to organizational goals.

The findings suggest that when leaders communicate effectively, they not only convey information but also inspire and motivate their team members, leading to a culture of personal leadership that can drive organizational success. Consequently, the study underscores the importance of investing in leadership communication skills as a strategic priority for organizations aiming to cultivate strong leadership at all levels.

In the organization, the mean score for communication effectiveness was found to be 47.6 ± 8.2, indicating that leaders generally demonstrate a high level of effective communication (table 2).

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Table 2. The relationship between leader-employee communication and employee job satisfaction, personal leadership, commitment (Spearman correlation)

		General satisfaction	Commitment	Job satisfaction	Results of work	Personal leadership	Organisation climate	Organisational image
Leader communication effectiveness	*r*	0,802	0,763	0,777	0,699	0,717	0,753	0,745
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader is always ready to provide assistance	*r*	0,512	0,559	0,507	0,478	0,455	0,442	0,459
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader does not share information	*r*	-0,485	-0,457	-0,453	-0,432	-0,383	-0,436	-0,476
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader does not consider my opinion when making decisions	*r*	-0,571	-0,535	-0,562	-0,492	-0,496	-0,518	-0,497
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader is strict	*r*	-0,357	-0,297	-0,373	-0,247	-0,306	-0,381	-0,352
	p	0,000	0,001	0,000	0,008	0,001	0,000	0,000
My Leader communicates clearly and understandably	*r*	0,541	0,560	0,530	0,476	0,495	0,490	0,503
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader bases their communication on manipulation	*r*	-0,538	-0,523	-0,500	-0,465	-0,451	-0,494	-0,523
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader shares information	*r*	0,602	0,613	0,575	0,547	0,582	0,564	0,556
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader provides feedback on completed tasks	*r*	0,648	0,615	0,633	0,570	0,600	0,631	0,580
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader inspires me to pursue organizational goals	*r*	0,729	0,722	0,688	0,662	0,649	0,685	0,658
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader is controlling	*r*	-0,298	-0,229	-0,256	-0,190	-0,242	-0,291	-0,352
	p	0,001	0,015	0,006	0,042	0,009	0,002	0,000
My Leader gives motivational speeches	*r*	0,570	0,557	0,575	0,473	0,497	0,541	0,522
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader encourages my personal leadership	*r*	0,682	0,669	0,647	0,621	0,615	0,626	0,615
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000
My Leader cares about the organization's psychological climate	*r*	0,664	0,644	0,625	0,590	0,608	0,622	0,612
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000

In summary, effective communication by leaders is strongly associated with personal leadership among employees. This underscores the importance of proficient communication skills among leaders in fostering a positive and productive work environment.

The quantitative study revealed several key findings:

- *Effective Communication and Job Satisfaction:* Effective communication between leaders and employees was strongly correlated with job satisfaction. Leaders' abilities to communicate effectively, maintain connections, and create a positive work atmosphere significantly influenced job satisfaction.

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- *Open Communication and Personal Leadership:* Leaders who practiced open communication and fostered relationships were more effective in encouraging personal leadership among employees.
- *Communication and Organizational Climate:* A strong positive correlation was found between leader communication and organizational climate (r = 0.717). This indicates that effective communication contributes to a more positive organizational climate.
- *Communication and Organizational Image:* Similarly, there was a strong correlation between leader communication and organizational image (r = 0.753), suggesting that good communication practices enhance the overall perception of the organization.

Linking Findings to Leader Communication and Personal Leadership:

- *Enhancement of Personal Leadership:*

The study shows a strong positive correlation between the effectiveness of a leader's communication and the expression of personal leadership ($r = 0.699$, $p < 0.05$). This indicates that effective leader communication significantly influences employees' ability to exhibit personal leadership qualities, such as taking initiative, showing perseverance, and aligning with organizational goals. Leaders who employ clear, motivational, and value-driven communication strategies can foster a culture where employees feel empowered to lead themselves and take on leadership roles within their teams.

- *Impact on Job Satisfaction:*

Effective leader communication is strongly correlated with job satisfaction (r = 0.777). Leaders who communicate effectively can create a positive work environment where employees feel valued, heard, and motivated. This is achieved through continuous information sharing, motivational speeches, individual meetings, and emphasizing organizational values and goals. Such communication practices lead to higher job satisfaction and a more engaged workforce.

- *Organizational Climate and Image:*

The study found strong correlations between leader communication and organizational climate (r = 0.717) and organizational image (r = 0.753). Leaders who communicate effectively contribute to a positive organizational climate, fostering a sense of trust, respect, and collaboration among employees. This not only improves the overall work atmosphere but also enhances the organization's reputation, making it a more attractive place to work.

Practical Implications for Organizational Leaders:

- *Development of Communication Skills.* Organizational leaders, HR professionals, and communication strategists should focus on developing effective communication skills among leaders. Training programs and workshops can be designed to enhance leaders' abilities in active listening, clear and concise communication, non-verbal communication, and providing constructive feedback.
- *Promoting a Culture of Personal Leadership.* By emphasizing personal leadership in organizational values and goals, leaders can create an environment where employees are encouraged to take ownership of their roles and responsibilities. This can be achieved through regular recognition and rewards for personal leadership initiatives and providing opportunities for professional growth and development.
- *Implementing Effective Communication Strategies*. Organizations should implement communication strategies that promote transparency, trust, and mutual respect. Leaders should be trained to use various communication styles, including transformational, transactional, and situational leadership approaches, to address different employee needs and situations effectively.

Conclusion

This study highlights the critical role of leader communication in fostering personal leadership among employees within organizational settings. The findings underscore that effective communication by leaders significantly influences employee motivation, job satisfaction, and the expression of personal leadership qualities. Leaders who excel in communication are more likely to create a positive organizational climate, enhance job satisfaction, and improve the overall image of the organization.

A strong positive correlation was identified between the effectiveness of leader communication and the manifestation of personal leadership ($r = 0.699$, $p < 0.05$). This suggests that when leaders communicate clearly, motivate their teams, and align their messages with organizational values and goals, employees are more likely to take initiative, persevere in their tasks, and align their personal goals with those of the organization. This, in turn, fosters a culture of personal leadership where employees feel empowered to lead themselves and contribute actively to organizational success.

The study also revealed a robust relationship between effective leader communication and job satisfaction ($r = 0.777$), indicating that leaders who maintain open lines of communication, provide continuous feedback, and recognize employees' contributions create a work environment where employees feel valued and motivated. Furthermore, strong correlations between leader communication and both organizational climate ($r = 0.717$) and organizational image ($r = 0.753$) highlight the importance of communication in shaping the broader work environment and external perception of the organization.

These findings have practical implications for organizational leaders, HR professionals, and communication strategists. By investing in the development of communication skills among leaders and promoting a culture of personal leadership, organizations can enhance employee engagement, job satisfaction, and overall performance. Training programs that focus on active listening, clarity, non-verbal communication, and feedback can equip leaders with the tools needed to foster a positive and productive work environment. Additionally, adopting communication strategies that emphasize transparency, trust, and mutual respect can further strengthen the organization's internal and external relationships.

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