

A Systematic Review of Leadership Communication: A Strategic Approach to Diverse Employee Engagement and Motivation

Jean Paul Ndindamahina 

Independent Researcher, Southampton, UK
Email: namahijp@gmail.com

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Abstract

This systematic review explores the strategic importance of leadership communication (LC) and employee engagement and motivation (EEM) in contemporary diverse workplace, with particular attention to its influence on workforce citizenship behaviour. The study critically examines how LC contributes to creating an organizational atmosphere characterized by belonging, open-mindedness, and alignment between individuals and their organization. Despite recognition of EEM's relevance, existing academic research exhibits notable gaps, especially regarding strategic LC from both the perspectives of leaders and the lived experiences of employees. Addressing this gap, the paper investigates communication policy practices across Google, Zappos, and HubSpot, assessing how these approaches drive engagement, diverse workforce productivity, and employee satisfaction. Finally, the paper analyses the evolving role of technology and digital platforms in facilitating effective LC, enabling collaboration, transparency, and tailored engagement practices for diverse and dynamic workforces.

Keywords

Leadership Communication, Employee Engagement, Motivation

1. Introduction

Traditionally, leadership communication (LC) is viewed as one way street. However, in today's globalised world where cultural diversity has raised its left stakes, business view employee engagement and motivation as key elements in ensuring their success and survival rather than HR buzzwords (Cardon, Huang, & Power, 2025). In this regard, leadership communication becomes a critical factor that

shapes workforce citizenship behaviour and the extent to which an individual's values resonate with the goals aspired by his employer (Iqbal & Piwovar-Sulej, 2023). Viewing managerial communication as instructions to listen, read and comply has become absolute because today's workplace is knowledge-based that rely on agility, cross-functional collaboration as well as continuous innovation (Brown, Paz-Aparicio, & Revilla, 2019). Moreover, one of the popular ideas in the leadership literature is that employee engagement and motivation (EEM) is undoubtedly one of the strategic priorities that have turned important for building the motivated workforce in the context of today's business competition that results in citizenship behaviour (Iqbal & Piwovar-Sulej, 2023).

Moreover, LC through the technology-based digital workplace now forms the foundation of workplace interactions across almost all organizational activities, from coordination and feedback to both processes and decisions and even socialization (Brown, Paz-Aparicio, & Revilla, 2019; Ify, 2024; Kulkov et al., 2024). This is now a mature field which is now being spun out in workplace application whereas the current interaction environment might be defined according to its achievements and current technological artefact development (Handayani, Febriyanti, & Pradana, 2026). However, in today's intelligent age landscape, it is a problem that most of the theories of inclusion leadership communication are however focused on explaining the leadership processes establishing respect, accessibility, belonging, and fairness across participation zones through messages, listening practices (Eslamdoust, Lee, & Bohrani, 2024); leaving behind human centric empathy, purposeful transparency as well as digital driven collaboration. In addition to that, a challenging problem that arises in this domain is routine communicative rituals that can potentially impact employee perceptions of being not seen and heard which erodes employee engagement and motivation as they bleed digital fatigue, employee distress and disconnection (Lemon, Bawole, Brinson, & Amini, 2024).

Therefore, there are growing appeals for the critical aspect of strong leadership communication that allows the creation of the atmosphere of appreciation and open-mindedness that creates person and organisation fit (Iqbal & Piwovar-Sulej, 2023). However, a well-known problem with modern leadership communication, is that it does not consider any strategic approach to employee engagement and motivation as well as relationship building between employee and leaders (Iqbal, Piwovar-Sulej, & Kallmuenzer, 2025). This is because despite EEM and leadership communication being topics that are widely researched, there is no previous study that has examined leadership communication from a leader point of view and how employee experience it (Men, 2014; Batat, 2022). This makes strategic approach to EEM presenting a wide gap in academic research as many leaders consider communication as one way broadcast rather than empowering employee through two ways communication (Cardon, Huang, & Power, 2025). To overcome this widening gap in academic literature, this paper will discuss three companies demonstrating how communication policy practices contribute to achieving or-

ganization's engagement goals and favourable influence workforce productivity and employee's sense of belonging as well as satisfaction and/or organisation behaviour (Iqbal & Piwowar-Sulej, 2023). Additionally, this paper allows for comparisons between the roles played by digital workplace communication in inclusion leadership communication and employee engagement and motivation, considering both their similarities and differences.

2. Strategies for Effective Communication

In leadership contexts, effective communication involves a thoughtful and intentional process that limited the potential impact of miscommunication. Communication should be clearly aligned with the organization's goals and not appear as random announcements. By aligning the channels, content, timing, and receiver, communication leaves little uncertainty surrounding expectations and the reasons for them. Research on multicultural workplaces has revealed that leaders' culturally competent verbal and nonverbal communication strategies and interventional training can facilitate cross-cultural employee communication and enhance engagement and effectiveness (Afridah & Lubis, 2024). Leadership communication can nurture motivation if involvement is transformed into everyday experiences through specific practices such as recognition, feedback and autonomy in decision-making autonomy with clear boundaries.

Furthermore, this communication strategy includes an adaptable and flexible approach towards transmitting the core messages during the dialog between leaders and employees but also to the diverse groups of employees divided by the dimensions such as cultural differences, languages spoken, work experience in specific fields and within the organization, and the level of hierarchy. An effective communication strategy in the digital workplace integrates technology with human-centric principles to balance productivity and inclusiveness (Handayani, Febriyanti, & Pradana, 2026). Emphasizing leadership's role in fostering trust and recognition is crucial, as leaders can set the tone for digital practices that prioritize engagement and equity while minimizing risks like burnout and digital overload (Agba & Agba, 2025). For inclusion leadership communication (LC), tools such as real-time feedback and gamification can be adopted to enhance belonging and ensure equitable participation, resolving issues tied to hierarchy or cultural miscommunication (Iqbal & Piwowar-Sulej, 2023). Similarly, employee engagement and motivation (EEM) benefit from strategies that promote autonomy and create meaningful connections (Rani, Raman, & M, 2025). Integrating these practices effectively leads to improved organizational outcomes, including higher satisfaction, stronger team cohesion, and reduced turnover (Rani et al., 2025).

Furthermore, an effective communication strategy in multicultural organisation settings is about ensuring that information is clearly conveyed and prompts intended actions and/or outcome. According to the studies conducted by Men and Stacks (2014) as well as Rajhi and Aljuhmani (2026)—LC plays a major role in cultivating an atmosphere of gratitude, transparency as well as alignment be-

tween the employee and organisation. This shows that the higher level of engagement of employees' teams, leaders may apply effective communication approaches. Furthermore, basing on the fact that the study of leadership communication is well documented, it should also be well acknowledged that one of the most prominent communication approaches should equally involve adopting feedback processes that promote open communications and allow employees to communicate their views and perceptions in an unrestricted and free manner.

When reviewing the literature, *Ify (2024)* argues compellingly in favour of this point of view by indicating that feedback communication processes should ensure transparency, enhance engagement, and develop trust because employees understand that their voices are important (*Ify, 2024*). What's more, this is not the only evidence that supports this hypothesis. Previous studies such as *Marhaningsih et al. (2025)*; *Kulkov et al. (2024)* have also emphasised that requiring and ensuring clear communication processes allow employees to receive the necessary and consistent information related to the organizational goals and objectives. Furthermore, there is evidence to suggest that clear communication motivates and improves employees' understanding on how they can contribute to the company development and success (*Marhaningsih, Yusrina, & Anisa, 2025*). However, the broad implication from the present research is that academic research on strategies for effective communication reveals a primary disconnection between leaders' perceptions on their communication style/strategy and EEM reality.

This analysis follows from the fact that while companies invest heavily in technology to aid with communication, a gap persist in academic research that fail to evaluate the effectiveness of two ways communication between leadership and employee (*Marbun, Antarani, & Putri, 2023*). In future work, investigating whether leadership communication is reaching the audience and whether audience is taking the information in might prove important. This is very much the key component in future attempt to overcome a wide LC and EEM gap in both academic and practitioner domain to transform the current disconnected workplace into a highly aligned and highly performing team (*Lawler III & Benson, 2022*).

Previous studies constantly show that team alignment is achieved when leaders transform communication or treat communication as two ways system rather than a mere instruction turned into powerful tool to drive EEM. However, these previous studies cannot be considered as conclusive because they represent only part of the relevant literature on the current LC-EEM challenges and mostly explore face-to-face communication rather than addressing how culturally competent practices operate across digital platforms. In addition, only a few works in literature demonstrate how communication in organizations is increasingly entrusted to digital media and applications which may degrade organisation integrity and operation safety damaging EEM. Consequently, communication difficulties are not merely a question of cultural difference but also one of technological mediation. Although Global workers use messaging applications, online meeting

systems, and workflow platforms to collaborate daily, the research in LC-EEM remains limited. When conducting this present review, previous studies reveal that the duality of this challenge is rarely addressed in the literature. This is the most problematic to overcome the absence of a model demonstrating the relationships among leadership communication, cross-cultural employee motivation, and digital affordance and inclusion adversely affects efforts to enhance engagement and productivity (Handayani, Febriyanti, & Pradana, 2026).

Furthermore, this is problematic because contemporary organizations are poorly positioned to link elements of intercultural competence and communication platform architecture. Therefore, coaching with the frequency of active-listening workshops would reinforces values of autonomy, competence, and relatedness. Engagement with their work is further supported by these actions where positive correlations have been found indicating leader communication impacts employee motivation in positive ways (Rabiul, Shamsudin, Yean, & Patwary, 2023). Future study could focus on inclusive LC, leveraging technology-driven coaching, establishing transparency as well as two-way feedback loop.

3. An Agile Communication Rhythm—Feedback Loops

According to Eslamdoust et al. (2024), an agile communication rhythm, characterized by its adaptability and responsiveness, plays a pivotal role in fostering effective feedback loops within digital workplace communication. Such a rhythm ensures that communication is not only timely but also iterative, allowing leaders to address challenges proactively while integrating continuous improvements based on employee inputs (Ify, 2024). Likewise, previous studies have emphasised that feedback loops are structured through mechanisms such as real-time feedback platforms (Pougajendy, Mathiazhagan, & Karunamurthy, 2024), which facilitate dynamic engagement by enabling employees to voice concerns, share achievements, and receive recognition promptly (Agba & Agba, 2025). These systems, when combined with leadership that prioritizes transparency and trust-building, contribute to a culture where employees feel valued and motivated, reinforcing their connection to organizational goals (Iqbal & Piwovar-Sulej, 2023). As J. Niruba Rani and Manju Shree Ra outline, digital tools like performance management software not only streamline communication but also enhance motivation by supporting autonomy and reducing ambiguities, resulting in heightened satisfaction and reduced turnover (Rani et al., 2025).

Furthermore, in an agile communication rhythm, feedback loops become essential for managing multicultural interactions effectively (Aldabbas, Pinnington, & Lahrech, 2023). The absence of a coherent strategy for integrating intercultural elements—such as “culture”, “stimulation”, and “platform”—within the employee engagement model leads to diffused responsibilities that negatively impact leadership communication in multicultural organizations (Iqbal & Piwovar-Sulej, 2023). This issue is further magnified in digital environments, where communication tone, timing, visibility, and participation are often filtered through techno-

logical platforms, amplifying misunderstandings across language and cultural boundaries (Marhaningsih, Yusrina, & Anisa, 2025).

Although organizational culture research highlights common values, transparency, and leadership behaviours aligned with organizational expectations as key factors in employee engagement, these principles are rarely systematically applied to address challenges in multicultural digital communications (Pougajendy et al., 2024). Therefore, an agile communication rhythm, characterized by regular and responsive feedback loops, could bridge this gap by fostering trust and ensuring consistent interactions across diverse workforce (Batat, 2022). According to Pougajendy et al. (2024); leadership often struggles to dedicate adequate time to trust-building, and the absence of immediate digital responses or prolonged silence may inadvertently undermine trust. This results in debilitating communication inefficiencies. However, a closure looks at Current LC-EEM literature, it fails to adequately assess the integration of cultural contexts into digital communication strategies that could promote employee commitment and facilitate productive interactions in diverse organizational landscapes.

Comparing all the information, in companies that encourage regular feedback systems and open discussion are also an important part of employee empowerment (Haryanto & Maianto, 2024). This helps to create an environment of strong motivation and high productivity (Das & Ramaswamy, 2022). Several authors such as Eslamdoust et al. (2024); Ify (2024); Iqbal & Piwovar-Sulej (2023); have also recognised how regular feedback helps to ensure that employees feel that their contributions are valued. Similarly, seminal contribution has been made by Cardon et al. (2025) to suggest that regular feedback helps employee feel included in the work processes. This is because according to Aldabbas, Pinnington, & Lahrech (2023); most employees are willing to facilitate ideas in an open manner and participate with enthusiasm towards the further success of the organization. Likewise, some other authors such as Raza et al. (2023) have also suggested that ensuring that there is open communication directly relates with the HR governance impacts to the motivation as the priority of the voice of the employees is established and their being heard is given importance (Raza et al., 2023).

Stemming from above, research by (Sposato & Dittmar, 2025) suggest that open communication as leadership strategy to EEM helps employees to align with the objectives and realize the details of the expectations from their roles and responsibilities more explicitly. This is consistent with the research conducted by Ify (2024) which revealed that by employing open communication, employee effectiveness in the contribution towards the common goals and objectives is increased. This paper suggests that in the light of reported open communication as a strategy to EEM; future study should continue to explore how open communication between leaders and employees helps to empower the employees. Future research could further explore this issue by investigating whether employees can discuss the organizational objectives with the senior management.

4. The Role of Digital Workplace Communication

Previous studies suggest that the roles of technology and digital platforms, especially those concerning LC and EEM, have transformed leadership study and management, enhancing inclusive communication and employee engagement through digital communication platforms (Ify, 2024). A recent study by (Das & Ramaswamy, 2022) concluded that such platforms allow for efficient collaboration and information sharing to meet organizational objectives. Moreover, a most comprehensive description of the use of such digital collaborative platforms and how it provides methods for real-time feedback can be found in the work of (Haryanto & Maianto, 2024). Understanding empathy and communication gaps created by technology is crucial for transparency and trust in organizations. Previous studies have shown that digital strategies allow tailored engagement communication for diverse teams. However, these studies are just the beginning in exploring how technology enhances communication processes and engagement. This paper compares case studies from companies like Google, Zappos, and HubSpot, illustrating that open communication fosters inclusivity, builds trust, and boosts employee satisfaction and motivation.

According to Agba & Agba (2025), one advantage of digital workplace communication for inclusion leadership is its ability to signal managerial intent and creating more opportunities for interaction (Agba & Agba, 2025). First, in terms of signalling, communication platforms allow leaders to explain the intent behind their decisions, create a record of expectations, and communicate in a more traceable way (Agrigoroaiei & Frija, 2025). This Lc type of communication enhance perceptions of fairness and accountability in diverse workplaces (Agba & Agba, 2025). Second, regarding opportunities for interaction, employees can be provided with more ways to contribute to discourse in the workplace (Cardon, Huang, & Power, 2025). Furthermore, opportunities to engage in live discussion, feedback on discussions and documents later, and the ability to contribute in writing can all provide opportunities for participation without “majority domination”, while allowing employees to “express a wider range of their identities” (Katz-Navon, Delégach, & Haim, 2023). Of course, the technology does not guarantee inclusive outcomes. This is because technology under structuration theory is pragmatically perceived as an abler not prime mover. This gap between human behaviour and technological artefacts continues to be debated among scholars and management practitioners.

Therefore, bridging human behaviours and the technological workplace, a successful communication strategy that embraces a digital workplace possesses useful features that enhance management and inclusion, don't overlook engagement and fairness, or raise the potential for bankrupt risks such as overstimulation and burnout. Trust and recognition are two key characteristics and the prominent role of the organizational leaders who inspires the entire audience through their actions. Leaders ensure the successful inclusion LC of inclusion leaders by applying real-time feedback and gamification technologies to re-establish a sense of belong-

ing and equal opportunities for participation that challenges the embarrassment of hierarchy or the cultural misunderstanding gap. Inclusion EEM is equally encouraged through leadership communication strategies, which provide autonomy and equality because it creates meaningful relationships by exploiting digital platforms with easy and useful communication across audiences and identifying prospects for continuous learning anywhere on the digital landscape and in its systems. Properly applied, these practices encourage individual and organizational goals such as increased job satisfaction, group commitment, and retention (Rani et al., 2025).

Also, in the view of existing research, the topic of employee motivation, as it pertains to digital communication platforms, remains under-explored even though international firms rely on a combination of factors including leadership style, a variety of communication practices and motivational recognition systems (Mızrak, 2023). Most of the available literature considers motivation as the result of some organizational culture or human resource management practices but does not discuss the role of characteristics inherent in the platform, the visibility and timeliness of responses to messages, as well as the fact that employees might be inclined to provide contributions in intercultural settings. The research gaps make one unable to know whether international employees feel digitally mediated recognition, feedback or “presence” from the management team in the same way considering the effect of language barriers and significant time differences, combined with possible variances in values around hierarchy and authority, on the daily communication (Mızrak, 2023). Available articles tend to address the compelling engagement techniques at the level of the organization without explaining how these processes can be achieved in virtual workgroups or when using specific technological tools to facilitate psycho-social connection and team exertion across different countries (Mızrak, 2023). In turn, it causes the absence of a clear understanding of how the practices of inter-culture communication and motivational procedures stimulated in the digital sphere overlap in their influence on employee engagement and overall performance. This paper addresses the need for addressing the systematic and physical barriers that lead to digital exclusion so far lacking in the scientific literature. The question is now how digital communication can be used to explain inclusive LC and EEM. Therefore, as noted earlier more work is necessary to ensure that technology inclusively benefit everyone in a workplace setting through increased research and investment. This would equip organisations with capable tools and data-driven insights needed to enhance employee psychological safety, modernise LC and drive EEM.

5. Digital Traceability Protocols

A series of recent studies have indicated that traditional performance review that tends to engage and motivate employee coupled with communication channels can suffer from unconscious bias and/or lost context (Brown, Paz-Aparicio, & Revilla, 2019). Prior research also suggest that the protocol of digital traceability

builds around recording the life cycle of ideas, project contributions as well as feedback within shared digital workspace (Demi, Sánchez-Gordón, Kristiansen, & Larrucea, 2024). In short, the literature pertaining to digital traceability such as Demi, Sánchez-Gordón, Kristiansen, & Larrucea (2024) as well as Leesakul, Oostveen, Eimontaite, Wilson, & Hyde (2022) strongly suggest that digital traceability in a workplace remains an important question to study. This is because in the context of technology and digital platforms, verifiable and authentic communication establish a foundation of transparency and performance. Therefore, according to Leesakul, Oostveen, Eimontaite, Wilson, & Hyde (2022) digital protocol tracking helps in building a culture of trust and engagement in an organization in the face of technology adoption challenges. Therefore, basing on previous studies that has emphasised that transparent digital LC establish clarity on employees' individual and joint roles and responsibilities concerning the organizational goals and priorities (Ify, 2024; Raza, Khokhar, Zubair, & Rubab, 2023); then one concludes that if technology and digital platforms are properly leveraged can align individual output with macro level objectives while maintaining high level EEM (Demi, Sánchez-Gordón, Kristiansen, & Larrucea, 2024; Rajhi & Aljuhmani, 2026). With this knowledge, this section reviewed the literature related to digital traceability protocol where previous literature suggest that employees feel empowered and engaged as they understand how their efforts contribute to an overall objective through digital traceability, which also helps to enhance employee morale (Rani, Raman, & M, 2025). Furthermore, according to previous studies that were viewed such as (Das & Ramaswamy, 2022) revealed that using strategies such as radical transparency, leadership accountability coupled with using trackable company-wide messaging while providing employees information on how the team's success at organisations aid employee engagement and morale (Das & Ramaswamy, 2022).

It is vital to understand how the link between LC and EEM has become a critical factor for organisation success in the modern intelligent age (Yashan, 2024). Rapid technological artefacts advancement for instance in both workspace and way of life has already transformed the nature of work (Busboom, Boulus-Rødje, & Bødker, 2025). Moreover, it was reported in the literature that the way managers and leaders interact with their subordinates has also changed (Pawar & Dhupal, 2024). In addition, the shift from digital age to intelligent age also requires shift in LC from a top-down mandate to digital-driven dialogue such as performance tracking to adapt the flow of modern expected LC from employees (Canlas & Williams, 2022; Cardon, Huang, & Power, 2025; Pawar & Dhupal, 2024). This is since a shift in LC would make interactions more relevant and responsive to EEM (Bui, 2019; Iqbal & Piwowar-Sulej, 2023). Several studies such as suggest that digital performance tracking when used to empower rather than micromanage (Lemon, Bawole, Brinson, & Amini, 2024); adds a layer of accountability helping employees understand how they are performing on specific tasks, where they improve, and the motivation to do better (Fragouli, 2025). Nonetheless, previous literature on

the role of the technology and digital platforms in LC and EEM has limitations as predominantly suffer from fragmented methodology. These previous studies frequently lack standardised unit of measurement as well as cohesive frameworks that results in poor comparability between different regional and international organisations or cases.

Therefore, an important question associated with present studies of technology and digital platforms is heavy reliance on broad, self-reported metrics of technology or digital platforms use without establishing clear and causal relationships. This paper addresses this problem and suggests that future studies should investigate how cultural diversity as well as social disparities impact a user's ability to engage with digital LC and EEM systems which would allow the design of equitable and off-line hybrid alternatives, so far lacking in the scientific literature. It would be valuable to discuss the impact of leadership communication whether employees' views and opinions are significant from technology and digital teamwork tools in organisation settings could be adapted to enhance interdisciplinary communication and EEM.

6. Impact of Leadership Communication

Several authors such as Afridah & Lubis (2024), Wei and Chen (2025) as well as Bui (2019) have recognised the presentation of ideas regarding the impact of digital workplace communications and LC and how both if executed effectively leads to employee engagement and motivation as well as an employee's sense of belonging. Furthermore, scholars recognising the strong correlation between LC and EEM shows that LC determines employee perceptions surrounding the visibility, access, responsiveness and scope components of an organization's expressiveness (Brown, Paz-Aparicio, & Revilla, 2019; Deng, 2023). Furthermore, the method expressed by Majken Schultz, Mary Jo Hatch, and Mogens Holten Larsen "corporate expressiveness" empirically demonstrates that an effective LC directly drives EEM and overall job performance (Azizan, Tajmir Riahi, Shahriari, & Rasti-Barzoki, 2025). Therefore, in terms of an engagement and inclusion leadership perspective, visibility relates to LC's role in establishing feelings of belonging, fair representation and membership preoccupation in avoiding communicative access related situations (Canlas & Williams, 2022; Agrigoroaiei & Frija, 2025; Katsaros, 2022). However, in terms of relevance to employee engagement and motivation LC refers to an aspect of energy, loyalty and connectivity in the workplace as determined by the transparency, feedback and collaboration elements present in communication as bare minimum of modern workplace expectations (Aldabbas, Pinnington, & Lahrech, 2023). This combination of theoretical alignment and practical implementation strengthens the relational dynamics between employees and leaders, ensuring individuals feel valued and connected both socially and organizationally.

However, when LC-EEM divide widens, workplace and leadership feel disconnect as top-down directives become fragmented which leads to low employee morale and engagement. Effective leadership communication serves as a cornerstone

in nurturing employee engagement and motivation, and it significantly influences citizenship behaviour and a sense of belonging, particularly in diverse workplaces. Research underscores that LC-EEM perspectives such as transparent and respect have been shown to positively impact the perception of inclusive LC and EEM in a diverse workplace environment (Katsaros, 2022). LC aligned with employee engagement combining it with transparency-driven practices such as peer-recognition programs in organizations enhance trust and morale (Das & Ramaswamy, 2022). However, one would still conclude that while digital workplace communications characterized by transparency and respect is foundational, it cannot replace the positive trust and inclusive leadership. Though LC has an impact in building an essential trust as well as psychological safety needed for true EEM; there is still divide between LC & EEM. This is because when leaders lack transparent LC and fail to communicate how, why and what, studies have shown that employees are not empowered to communicate ideas and engage in workplace collaboration across teams as well as disconnected ownership if LC seems a broadcast mechanism rather than two ways systems. Therefore, digital workplace communications should not be regarded as a communicative means to an end but rather as a communicative gain if it characterizes the workflows with respect in regularity. It should also be regarded as a communicative gain requiring the establishment of a communicative situation on an ongoing basis in relevance and appropriateness to the employee and on more than one occasion in the case of the concept, we have just examined.

Therefore, Leadership communication plays a pivotal role in strategic approach to EEM (Cardon, Huang, & Power, 2025). A series of recent studies such as *Su-santo et al. (2023)* have indicated that an effective leadership communication can improve employee engagement levels by allowing a motivated and productive work environment. However, despite several studies indicating good impact of LC in management of people, several questions regarding communication-focused leadership services to build transparency where employees can appreciate organizational objectives and goals along with their implication towards employee engagement and productivity (Ify, 2024); remain to be addressed. Additionally, even in general leadership communication, research strategies are needed to explain the integration of leadership and technology in open communication that can allow the employee to share their opinions and views which would promote trust and employee's belonging (Eslamdoust, Lee, & Bohrani, 2024). Several studies, among them being *Cardon et al. (2025)*; *Eslamdoust et al. (2024)*; *Iqbal & Piwowsar-Sulej (2023)* suggest that this feeling of being included not only improves the motivational levels of the employees but enhances their dedication towards the organizational objectives and goals. From this point of view, one would conclude that consistent and effective leadership communication is a clear indication of the employee's opinions and views are significant which develop an interactive culture and encourages collaboration and continuous improvements that are necessary for organizational gains in a multidisciplinary communication environment

(Haryanto & Maianto, 2024). However, a close review of these studies indicates that the literature on leadership communication as a strategy to EEM remains limited. A further question is whether an EEM is correlated with Leadership communication. This calls for a new approach are therefore needed for understanding leadership communication and its strategic impact on EEM.

Furthermore, a closer look to the literature on LC and EEM, however, reveal several gaps and shortcomings. For instance, several questions regarding the establishment of employee trust due to effective LC and how it is important to develop a satisfied and engaged workforce that is willing to contribute to organizational objectives remains to be addressed. Furthermore, many studies such as (Eslamdoust et al., 2024) as well as Haryanto & Maianto (2024) have indicated that through effective communication, leaders can ensure there is a clear understanding of organizational expectations, while also providing the opportunity to clarify and address employee concerns, resulting in greater job satisfaction but the literature on Leadership communication and its strategy on EEM is less consistent. This paper addresses the need for a focus on a continual process of communications and feedback, to ensure organisation develop an engaged and motivated workforce. This paper uses clear examples of successful communication policies seen in leading organizations such as Google, Zappos and HubSpot, which focus on openness and interaction in their communication strategies as a key feature of their organizational culture; so far lacking in the scientific literature.

Contemporary digital platforms may provide advances that can potentially ease cross-cultural productivity challenges by allowing communications to be more structured with translation capabilities, permanent messaging, collaboration on shared interfaces, asynchronous flexibility, and others that could allow geographically distributed teams to enhance their co-ordination. The use of these digital advancements alongside interventions from culturally competent managers may allow the latter to more clearly communicate expectations, provide follow-up feedback, and facilitate involvement of members in ways correlated with improved cross-cultural understanding and efficiency (Afridah & Lubis, 2024). However, little current literature seeks to address productivity features of these platforms in connection with the styles of communication and recognition that ensure employees are motivated, even if these factors are of mutual importance to the international business tasked with maintaining an engaged, performing workforce (Mizrak, 2023). Most academic writing appears to be limited to viewing technology as a mere transmission vehicle instead of a medium that influences tone, response patterns, visibility, and perception of inclusion involving varying cultural groups. The effect is to leave an analytical void where the intersection of digital progress, cross-cultural leadership, and productivity processes is left undeveloped in terms of theorization.

7. Case Studies of Successful Communication Policies

When paying a closer look at the work of Das & Ramaswamy (2022); Cardon et

al. (2025) as well as Aldabbas et al. (2023) reveal significant gaps in the current academic and practitioner literature relating to LC and EEM at least hints that the review of successful companies' case studies is warranted. A review can provide evidence on organizational communication policies and how it influences on employees' engagement as well as best practice on LC and EEM effectiveness in overcoming organisation volatility and driving strategic digital communication innovation (Winkler, Kretschmer, & Wamprechtsamer, 2025). Therefore, in comparison, this review focused on large companies such as Google, Zappos, HubSpot, Southwest Airlines, and mid-sized company in technology sector practices that demonstrate a model of the communication within the company which is the primary condition for its completion (Zerfass & Link, 2024).

The analysis cast a new light on Google that uses open-door model of communication combined with the weekly meetings that motivate employees to communicate and share their ideas and increase their involvement and satisfaction from work (Das & Ramaswamy, 2022). Another promising finding was that Zappos equally holds regular feedback sessions, utilizes open-door communication model between the company's management and employees increasing employees' morale and engagement from work due to the high level of trust. Planned comparison reveal that HubSpot also has "Open & Honest" communication policy that provides the employees with the complete data on their performance and promotes the policy of the company. From these findings, this strategy allows developing the trust in the company and increasing its goals satisfaction by the employees that, in turn, positively influences their motivation and engagement.

7.1. Google's Structured Communication Protocol Policies

This paper uses google as a good illustration of LC and EEM. This is evident in the case of inclusive approach communication culture practiced by the Google Corporation (Yang, 2024). The evidence of Google for instance inclusive communication can clearly be seen in case of leading to greater employee engagement. On the review of Google LC and EEM for instance the weekly team meetings give the employees the opportunity to discuss the current projects, issues faced, and new developments (Yang, 2024). In addition to that, the meetings and the open-door communication policy at Google allows employees to voice their opinions and concerns to management and leadership openly, which reinforces their feeling of belongingness and being valued in the organization (Das & Ramaswamy, 2022). The success of the practices can be seen in the annual employee survey conducted by Google wherein the survey results have continued to show high employee commitment and satisfaction (Agrigoroaiei & Frija, 2025). The openness and transparent approach in communication allows Google management to build trust among employees resulting in motivated and productive workforce (Aldabbas, Pinnington, & Lahrech, 2023). However, while the link between google open communication, trust and productivity can be linked to Google good management and self-reported surveys which are subject to biases, it remains an academic

gap because these dynamics are almost impossible to measure quantitatively. Furthermore, current lack of study to date that has proved whether transparency leads to productivity or if highly profitable organisations have more resources to foster engaging and more transparent culture is troublesome to both academic and practitioner literature domains. Therefore, this paper suggests an additional studies to comprehensively understand key tenets of LC and EEM.

7.2. Zappos Two-Way Feedback Communication Policies

Another way Zappos communicative code increases employee's engagement is by implementing transparent communicative environment where feedback rises from both employees to managers and managers to employees—"knowledge diversity" (Iqbal, Piwovar-Sulej, & Kallmuenzer, 2025). Furthermore, the review of literature indicated that regular feedback is also a strategy used by many companies where feedback is given from employees to managers and managers to employees (Haryanto & Maianto, 2024). Organisation such as Zappos value this strategy as it voices out concerns and issues that are sanitized in a matter of time and enables collaboration with creative world of ideas (Kulkov et al., 2024; Raza, et al., 2023). This fosters a culture of partner communication where employees have the confidence to express their ideas which are a crucial part of decision makings, and they build a strong sense of belongingness (Raza et al., 2023). Zappos also applies social media and open dialogue techniques where communicative strategies build more trust and cooperates employees (Zhou, 2023). Zappos focused on effective communicative methods that lead to employee engagement in terms of strong motivation and productivity rise. Engagement is built even in terms of transparent communication methods used by Zappos to have high loyal and committed employees to the company. However, Zappos continue to present a significant gap in organisational and communication literature. Zappos's unique communicative methods are highly idiosyncratic which makes it extremely difficult for scholars to replicate or generalise LC and EEM extreme culture. Making Zappos' LC and EEM business model an ongoing subject of debate rather than a universally accepted applicable theory.

7.3. HubSpot's Open & Honest Communication Policies

HubSpot "Open & Honest" policy represents an excellent example of how transparency can strengthen employee trust and engagement. HubSpot practices transparency in a manner that involves sharing organizational goals, performance information, and challenges with its workforce. By doing so, HubSpot successfully ensures that its employees are aligned with the company's strategic vision, and the workforce feels unified in terms of commitment and purpose. Transparency within HubSpot allows employees to be well-informed so they can engage with the organization's goals and objectives effectively, which results in increased motivation and productivity (Ify, 2024). The policy also empowers employees to share their perspectives and ideas openly, which in turn helps HubSpot create a collaborative

workplace and ensures that it values diverse insights and opinions. Therefore, HubSpot succeeds in retaining a workplace culture characterized by trust and transparency that are crucial for employee engagement and the overall success of the organization.

7.4. Southwest Airlines Communication Policies

Another organization that offers a prime example of the impact that transparent communication practices can have on trust and engagement among employees is Southwest Airlines. The effectiveness of the airline's communication practices is based on clear communication within human resources practices, linked with open lines of communication concerning the organizational vision, goals, and expectations (Raza et al., 2023). Having direct access to this information regarding their importance to the company also plays a central role in instilling a sense of loyalty and fundamental understanding of one's role within a larger shared vision among the employees. Increased awareness boosts employee understanding of their position in the organizational ecosystem, thereby improving motivation levels and productivity. Southwest Airlines is making the interests of its employees a priority through direct communication, which in turn, is increasing satisfaction. Ultimately, transparent communication and HR practices are key in the development of a harmonious working environment.

7.5. Mid-Sized Tech Company Participatory Communication Policies

Employee listening strategies or two-way participatory employee communication model. Instead of relying on traditional, one way top-down communication, these companies' policies focus on continuous dialogue to understand employee sentiment. The examined practices of a mid-sized technology corporation, demonstrates the clear intention to boost employee engagement through an employee listening initiative. The specific project was intended to facilitate a structured collection and addressing of employees' requests and complaints, through an effective communication channel between the employees and management, that supports the transparency of processes and encourages firm participation. It is vital to engage employees in communication, so that their voice is heard and taken into consideration, as this creates a positively oriented organization, improving employees' morale and commitment (Das & Ramaswamy, 2022). The openness and responsiveness of management strengthens trust relationships, essential for the motivation enhancement and productivity improvement; and this communication-driven system policy improvement is evidenced by the engagement growth. Overall, the alignment of communication processes with the organizational goals and employee interests and expectations is proved.

8. Toward a Comprehensive Framework

From the short review above; key findings emerge: First although research on

open communication has illuminated Regular feedback and how it empowers the employees to realize and prioritize what is expected of them within the organization but no research to date has investigated how these employees are facilitated with a more engaging and participative experience through their work and secondly; there seems to exist a wide gap in academic literature and in employee climate and work culture. This research paper speculates that this might be since how employees realize their direct impact towards the success of the organization through effective communication remain to be addressed in both academic and practitioner literature. Nonetheless, it is believed that a more systematic and theoretical analysis is required for explicitly targeting gaps identified in this review and expanding this research paper by using new methodology as well as testing communication leadership theories in real world context.

Given this LC-EEM gap, the more appropriate proposition is the development of a framework that treats leaders' communication, employees' motivation and platform's communication conditions as interrelated dimensions. An approach that views digital communication with an awareness of the different communication conditions on various platforms would link the culturally sensitive message design practices and platform's visibility, feedback timing, participation and shared information access features (Pougajendy et al., 2024). It would also promote the perception of employee engagement as outcome of cultural similarity, explicitness and communication practices that help maintain trust and commitment in disconnected teams. The establishment of this relationship between organizational and technological aspects would make possible for further studies to give potential explanations as to the reason a particular managerial operation promotes the motivation of employees in one digital environment and undermines their inclusion or coordination in another. In this sense, the integrative proposal would set a better guideline for researchers and practitioners to combat communication-related barriers to overcome while increasing the engagement and productivity in multicultural organizations.

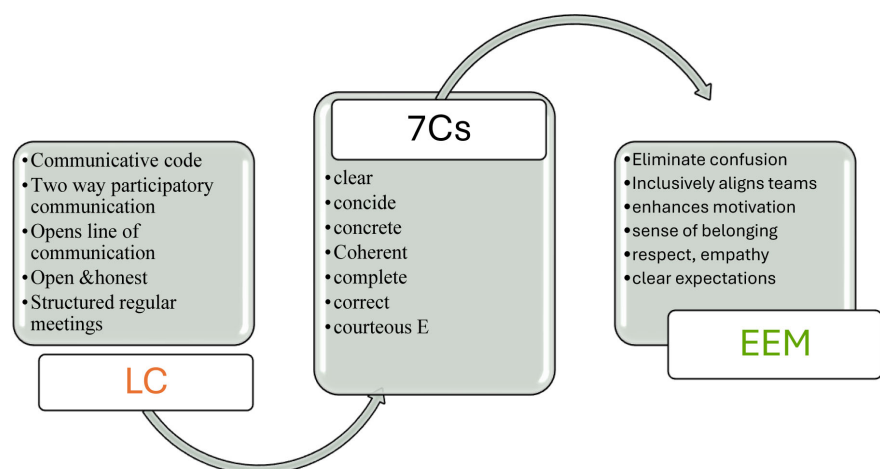


Figure 1. Tentative LC-EEM framework.

Building upon the proposed framework (see **Figure 1**), the inclusion of the “7 Cs of Effective Communication” could further refine intercultural communication strategies by emphasizing clarity, conciseness, concreteness, correctness, coherence, completeness, and courtesy as foundational principles. However, despite its potential relevance, the “7 Cs” model has largely become dormant and underutilized in academic discussions and practical applications since its introduction in the field of communication leadership. Research focusing on intercultural communication strategies has generally shifted toward more dynamic and adaptable models that leverage evolving digital tools and cultural competency paradigms, leaving the “7 Cs” principles relatively unexplored in contemporary contexts. For instance, clarity and correctness would reduce misinterpretations often arising from linguistic differences, while coherence and courtesy could foster a respectful and inclusive atmosphere. Integrating such elements into digital platforms that offer features like asynchronous feedback and shared information access would align well with employee expectations for transparency and engagement (Haryanto & Maianto, 2024). As highlighted by Alvin Sidney Moton’s study, managers who undergo cultural competency training and strategically apply sensitive communication protocols experience greater success in building trust, motivating staff, and driving productivity in diverse teams (Cardon, Huang, & Power, 2025). Thus, revisiting the dormant “7 Cs” principles and coupling them with technology-centred adjustments could pave the way for a comprehensive framework that bridges gaps between leadership practices, technological innovations, and employee motivation.

9. Conclusion

In conclusion, this paper concludes by saying that theoretical communications perspectives based on leadership communication that more than one model or practice is better than another but that all run parallel and together. Thus, any knowledge of LC and EEM that this paper has triggered are important for the digital inclusion in the modern fast changing workplace environment, but it remains for further research to investigate how these two areas “LC and EEM” relate to inclusion across several cultural boundaries and the disparities that value and access digital infrastructures as provided across several industries.

Furthermore, there are knowledge gaps as to how digital communication affects EEM on various note such as emotional commitment and productivity and it is important for further studies to address how certain digital communication mechanisms can be developed and improve further across specific industries and sections of work. It is also essential that studies further investigate how LC and EEM interrelate with the mediums of communication available in the digital sphere, whether there are barriers to access and usage of technology that may impact the efforts to inclusion as well as other aspects that can be identified. It is important for the business world to realize that though digital communication was invented just like every other technological innovation, its role in present-day inclusion

should be seen as a deliberate strategic approach that encompasses equal opportunity and productivity for the workers through EEM.

Furthermore, this paper concludes by arguing that effective communication strategies play a key role in shaping organizational culture and improving employee engagement and retention. This allows the conclusion that an effective LC promotes a continuous flow of information and builds an environment of trust, encouraging employees to become an integral part of the organization. Additionally, these findings provide additional information about a commitment to transparent communication from HR professionals that strengthens retention and engagement strategies by developing employee trust and loyalty that minimize turnover.

Therefore, the main conclusion that can be drawn from this systematic review is that organizational communication also keeps employees aware of the organizational vision and ensures its consistency, which would help developing a common goal for the organization and its employees. As it has been argued elsewhere and, in this review, a such approach promotes continuous flow of interaction that contributes to the development of positive culture and improved engagement that ultimately minimize turnover and allow the organization to be competitive in ever-changing market.

Last but not least, this paper has also shown that the case comparison of Google, Zappos, and HubSpot companies revealed that the inclusive communication by technologies helps to improve employee's performance and job satisfaction. At the same time, the review of past studies has indicated that there is a still a long way to go. Therefore, future research should consider an existing prominent disconnection between leadership communication and employee experience perception that demonstrates the need for further investigations related to bridging the gap between the two groups.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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