

Interpersonal Communication in Improving Leadership Skills

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ABSTRACT

This study aims to analyze the role of interpersonal communication in improving leadership skills and identify factors that influence its effectiveness. Good communication helps leaders build trust, increase motivation, and strengthen relationships with the team. The research method used is the Systematic Literature Review (SLR), by collecting and analyzing studies from academic databases such as Google Scholar, Scopus, and ScienceDirect. The literature analyzed includes aspects of communication in leadership, such as listening skills, providing feedback, and utilizing technology. The results of the study indicate that effective interpersonal communication contributes to improving leadership skills, building team loyalty, and creating a productive work environment. The identified barriers include lack of leader communication skills, differences in communication styles, and work environment disruptions. Therefore, strategies such as communication training, an open organizational culture, and adaptation of digital communication are needed. In conclusion, good interpersonal communication is the main foundation of effective and influential leadership. By mastering the right communication skills, leaders can improve the effectiveness of decision making and encourage the achievement of organizational goals more efficiently.

Keywords: Interpersonal Communication, Leadership, Leadership Skills

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INTRODUCTION

Leadership is a key factor in the success of an organization, whether in business, education, or government. An effective leader is not only required to have a clear vision and strategy, but must also be able to build good relationships with team members (Karima, Z. E, et al. 2020). The ability to inspire, guide, and motivate individuals in an organization is crucial to achieving common goals. One of the important skills that supports leadership effectiveness is interpersonal communication. This ability allows a leader to convey ideas, listen to input, and create an open and respectful work environment (Armiyanti, A., et al. 2023). Good communication also plays a role in building trust, resolving conflict, and increasing collaboration between team members. In addition, an effective leader must have empathy, emotional intelligence, and the skills to make fair and wise decisions. In an ever-evolving world, adaptive leadership is becoming



increasingly important (Elmanisar, V., et al (2024). A successful leader must be able to adapt to change, utilize technology, and develop the potential of individuals in his team. With a combination of strong vision, good communication, and adaptability, a leader can lead an organization to sustainable success (Ramadani, et al. 2024).

Interpersonal communication plays a central role in the interaction between leaders and team members. The ability to listen actively, convey messages clearly, and understand the needs and expectations of others are crucial aspects of leadership. A leader who is able to communicate well can not only explain the vision, mission, and strategy of the organization more effectively, but can also create a strong relationship with his team (Ramadani, TF, et al. 2024). Good communication is the foundation for building trust, increasing engagement, and ensuring that all team members have the same understanding of the goals they want to achieve.

One of the key skills in interpersonal communication is active listening. Leaders who give their team members their full attention when they speak, respond with empathy, and show that their opinions are valued are more likely to gain trust and loyalty. Sundari, S. et al (2024). With this approach, leaders can understand different perspectives, identify potential problems earlier, and provide solutions that are more appropriate and tailored to the team's needs. In addition, clear and transparent messaging also plays a vital role in creating an effective work environment. Leaders who are able to communicate expectations, responsibilities, and feedback in a straightforward and constructive manner will help team members better understand their tasks. Aprinawati, A. et al (2024). This not only increases productivity, but also reduces the risk of misunderstandings that can hinder smooth work flow.

Furthermore, effective interpersonal communication not only increases employee motivation, but also creates an inclusive and collaborative work culture. Ramdhan, AS et al. (2024). When leaders encourage open dialogue and value every contribution from team members, they will feel more appreciated and motivated to give their best. A work environment full of healthy communication will foster innovation, increase creativity, and strengthen a sense of togetherness in the organization (Gera, IG, et al. 2024). In an increasingly dynamic work environment, where communication occurs not only face-to-face but also through digital platforms, leaders must be able to adapt their communication style to various situations and media. By utilizing technology without losing the interpersonal touch, leaders can ensure that communication remains effective, even in geographically dispersed work environments. Thus, mastery of interpersonal communication skills is one of the main factors in successful leadership. Leaders who are able to build good communication will more easily gain trust, increase team motivation, and create a harmonious, innovative, and productive work environment (Nugraha, AR, et al. 2020).

However, in practice, many leaders still face obstacles in implementing interpersonal communication effectively. Misunderstandings in delivering

messages often occur due to differences in perception, lack of clarity in communication, or even cultural and language barriers. As a result, team members can experience confusion, leading to conflict, decreased productivity, or errors in carrying out tasks. In addition, the lack of skills in providing feedback is also a challenge for many leaders. Some leaders may focus too much on criticism without offering constructive solutions, while others avoid confrontation, so that team members do not get clear directions for improvement (Andini, M., et al. 2024).

Not only that, the lack of empathy in communication is also a major obstacle in building strong leadership. Leaders who do not understand the perspectives, feelings, and challenges faced by their members tend to create a less harmonious work environment. This can lead to decreased motivation, increased stress levels, and reduced employee loyalty to the organization. Therefore, leaders need to have a deeper understanding of how interpersonal communication can improve their leadership skills (Satyaputri, NGG, & Hasfi, N. 2024). By increasing clarity in communication, developing the ability to provide constructive feedback, and practicing empathy in every interaction, leaders can build better relationships with their teams. Ultimately, effective interpersonal communication will create a more open, productive, and collaborative work environment, which is the main foundation for organizational success (Lisbet, ZT, et al. 2024).

This study aims to analyze the role of interpersonal communication in improving leadership skills and identify strategies that can be applied by leaders to be more effective in communicating with their teams. Good communication not only functions as a means of conveying information, but also becomes a key element in building trust, increasing motivation, and strengthening the relationship between leaders and team members. Therefore, this study will explore various aspects of interpersonal communication, such as active listening skills, delivering clear and persuasive messages, and using empathy in leadership interactions. In addition, this study will also examine the various challenges that leaders often face in communicating with their teams, such as misunderstandings, differences in communication styles, and lack of skills in providing constructive feedback. By understanding these factors, the study is expected to offer practical solutions and recommendations that can be applied by leaders in various sectors, both in business, education, and government. The results of this study are expected to provide in-depth insights for leaders in developing a more effective and adaptive communication style. By implementing the right communication strategy, leaders can not only create more inspiring and influential leadership, but also be able to build a more harmonious, productive, and innovative work environment. Ultimately, this research contributes to strengthening leadership capacity that is oriented towards collaboration and team empowerment, so that it is able to face leadership challenges in an increasingly dynamic and complex era.

METHODOLOGY

This study uses the Systematic Literature Review (SLR) method to analyze various studies related to interpersonal communication in improving leadership skills. The SLR method was chosen because of its systematic approach in collecting, evaluating, and synthesizing relevant literature, so that it can provide comprehensive and evidence-based insights (Yemima, CK, et al. 2025). The first stage in the SLR method is the identification and formulation of research questions. In this study, the main questions asked include how interpersonal communication contributes to improving leadership skills, factors that influence the effectiveness of communication in leadership, and the most effective communication strategies for leaders. After that, a literature search was conducted from various academic databases such as Google Scholar, Scopus, ScienceDirect, SpringerLink, and ProQuest. The keywords used in the search include "Interpersonal Communication in Leadership", "Effective Leadership Communication", and "Interpersonal Communication in Leadership". To maintain the relevance of the research, the selected articles are studies published in the last five years and are available in English or Indonesian.

After the literature was collected, selection and evaluation were carried out based on its quality and relevance. Articles that did not specifically discuss interpersonal communication in the context of leadership or did not have full access were excluded. Then, data synthesis and analysis were carried out by comparing the results of the selected studies, identifying patterns, similarities, and differences in the approach to effective interpersonal communication in leadership. The final step in the SLR method is the interpretation of the results and the preparation of conclusions. From the various research findings that have been analyzed, this study draws conclusions regarding the role of interpersonal communication in improving leadership skills and provides recommendations for leaders in improving effective communication with their teams. By using the SLR method, this study can present more objective, valid, and evidence-based results in understanding and developing better communication strategies in leadership.

RESULTS AND DISCUSSION

Key findings on interpersonal communication in leadership

Key findings in research on interpersonal communication in leadership indicate that effective communication plays a critical role in building trust, increasing motivation, and strengthening relationships between leaders and their teams. Nisa, K. et al (2025). Leaders who are able to communicate openly and transparently tend to gain loyalty from their team members more easily, create a harmonious work environment, and encourage better collaboration. In addition, active listening skills are a crucial aspect of leadership, as they enable leaders to understand team members' perspectives, resolve misunderstandings, and provide appropriate solutions in various situations (Stellarosa, Y., et al. 2024).

Furthermore, research also emphasizes the importance of providing constructive feedback in improving team performance and motivation. Leaders who regularly provide appreciation and suggestions for improvement in a constructive manner can create a positive and productive work culture. Conversely, ineffective communication, such as unclear messaging or lack of two-way communication, is often a source of conflict and decreased productivity in organizations. In addition, empathy in leadership communication is also a key factor in increasing job satisfaction. Leaders who are able to understand the needs and challenges of their team members tend to be more successful in creating a supportive work environment and improving employee well-being (Cahyati, IK, & Adelia, M. (2024).

In the digital era, leaders are required to have adaptive communication skills in order to reach and interact effectively with their teams in various situations and platforms (Fijasya, E., & Zurani, I. 2023). Technological developments have changed the way of communication in the world of work, where communication is no longer limited to face-to-face meetings, but is also carried out through various digital media such as email, instant messaging, video conferencing, and online collaboration platforms. Therefore, leaders must be able to adjust their communication style to remain effective in conveying messages, building relationships, and managing teams optimally (Putri, FA 2021).

Flexibility in the use of formal and informal communication is key to maintaining leadership effectiveness. Formal communication, such as official meetings and written reports, serves to convey strategic information, provide clear direction, and maintain a good organizational structure. Meanwhile, informal communication, such as casual conversations via instant messages or open discussions on digital platforms, can increase closeness between leaders and team members, create a more inclusive work atmosphere, and strengthen interpersonal relationships (Lailiyah, HR, et al 2024). Leaders who are able to balance these two types of communication will find it easier to build employee trust and engagement. In addition, the increasingly fast and complex dynamics of the work environment require leaders to respond to changes quickly and appropriately. In certain situations, direct and concise communication through digital platforms can speed up decision-making and improve work efficiency. However, in other situations, deeper, empathy-based communication is needed to resolve conflicts or motivate the team. By adjusting the communication approach according to needs, leaders can create more effective communication and have a positive impact on the organization (Fikri, R., et al. 2024).

Ultimately, effective interpersonal communication in the digital age is the main foundation for building inspiring and influential leadership (Taryana, A., & Sutrismanhulu, M. (2023). The ability to adapt communication styles to different conditions and utilize technology optimally allows leaders to maintain team engagement, enhance collaboration, and drive overall organizational success. Therefore, good mastery of digital communication is an essential skill for today's leaders to stay relevant and competitive in facing challenges in the modern era (Jannah, M., et al. 2024).

Factors that support and hinder interpersonal communication in leadership

Interpersonal communication in leadership is influenced by various factors that can support or hinder its effectiveness. Supporting factors include active listening skills, clarity and transparency in communication, and empathy and openness from the leader (Olifia, S., et al. 2024). Leaders who are able to listen attentively and respond appropriately can build closer relationships with their teams. In addition, the use of appropriate technology and an organizational culture that encourages open communication also play an important role in increasing the effectiveness of interpersonal communication. With a culture that supports openness, team members will feel more comfortable speaking and sharing ideas, thereby increasing collaboration and productivity (Saleh, M. 2024).

However, there are also factors that can hinder interpersonal communication in leadership. One of them is the lack of communication skills of the leader, such as the inability to convey messages clearly or lack of empathy in interactions. Differences in communication styles between leaders and team members can also be an obstacle if not addressed properly. In addition, psychological barriers such as fear or distrust can make team members reluctant to speak openly. Distractions in the work environment, such as multitasking and excessive digital notifications, can also reduce the quality of communication. In addition, although technology can help communication, its inappropriate use, such as reliance on text communication without emotional context, can lead to misunderstandings (Iskandar, A. 2020).

Therefore, to ensure effective interpersonal communication, leaders need to develop good communication skills, create a conducive work environment, and adjust their communication style to the situation and needs of the team. By understanding the factors that support and hinder communication, leaders can build stronger relationships with their teams, increase motivation, and create more inspiring and influential leadership (Motik, EK, et al. 2024).

Implications of interpersonal communication on leadership skills

Interpersonal communication has significant implications for leadership skills, especially in building strong relationships with the team, creating a harmonious work environment, and increasing the effectiveness of decision-making. Leaders who have good interpersonal communication skills can more easily build trust, increase team member motivation, and create an open and collaborative work culture (Nuzulla, I., & Mubarak, I. 2023). With the ability to convey messages clearly and listen actively, leaders can ensure that the organization's vision, mission, and goals are understood and carried out well by their team. In addition, effective interpersonal communication plays an important role in improving a leader's managerial skills. The ability to provide constructive feedback, resolve conflicts with diplomacy, and understand employee needs and aspirations are important aspects of successful leadership. A leader who is able to communicate with empathy and transparency will find it

easier to build a positive work environment, where team members feel valued and motivated to contribute optimally.

Another implication is the increasing ability of leaders to manage change and face challenges. In dynamic and uncertain situations, effective interpersonal communication allows leaders to reduce resistance to change, explain the reasons behind decisions made, and provide moral support to their teams (Siregar, FA, & Abidin, Z. 2024). With an open and persuasive communication approach, leaders can direct their teams towards faster and more successful adaptation in facing various challenges. Overall, effective interpersonal communication is the main foundation in developing inspiring and influential leadership skills. By mastering good communication, a leader can build strong relationships with his team, create a conducive work environment, and encourage the achievement of organizational goals more efficiently and sustainably.

Case studies or concrete examples of research results

Here are some concrete case studies that highlight key findings regarding interpersonal communication in leadership:

The Influence of Teachers' Interpersonal Communication on Students' Learning Competence: Research by Mukti Sitompul examines how interpersonal communication between guidance and counseling teachers and students affects the development of students' learning competence. The results show that effective communication between teachers and students can improve students' learning competence, reflecting the importance of interpersonal communication in the context of Education (Sitompul, M. 2020).

Mukti Sitompul in his research examined how interpersonal communication between guidance and counseling teachers and students influences the development of students' learning competencies. Putri, DRD (2018). The results of the study showed that effective communication between teachers and students plays an important role in improving students' understanding of the material, learning motivation, and critical thinking skills. Good interpersonal communication between teachers and students creates a conducive learning environment, where students feel more comfortable asking questions, expressing opinions, and overcoming difficulties in understanding the material. Teachers who have good communication skills can adjust their communication style according to the needs of students, so that the learning process becomes more interactive and meaningful.

In addition, this study also highlights the importance of empathy and openness in teacher communication. Teachers who are able to understand the emotional conditions and challenges faced by students tend to be more successful in guiding and supporting their academic development. For example, in the case of students who are having difficulty in a subject, caring communication and support from teachers can increase students' self-confidence and encourage them to study harder. Furthermore, the results of the study show that effective interpersonal communication can improve students' learning discipline. With good communication, teachers can provide clear directions, convey academic

expectations effectively, and provide constructive feedback to students (Dwi, F., & Fathoni, A. (2025). Timely and specific feedback allows students to understand their strengths and weaknesses, so they can make improvements in their learning process. In the digital era, the challenges of interpersonal communication in education are also increasingly complex. Although technology allows for more flexible communication between teachers and students through online platforms, research shows that direct communication still has a greater impact on building emotional closeness and student engagement in the learning process. Therefore, teachers need to develop communication skills that are not only effective in direct interactions, but also in technology-based communication to create inclusive and adaptive learning. Overall, this study confirms that quality interpersonal communication between teachers and students has a significant impact on student learning competencies. By building positive communication relationships, teachers not only act as transmitters of material, but also as motivators and facilitators in developing students' academic potential. Therefore, good communication skills are one of the key factors in the success of the learning process in schools.

Marketing Public Relations Strategy of SMEs in Maintaining Consumer Loyalty: Natalina Nilamsari and VA Bianda examined the communication strategies used by Small and Medium Enterprises (SMEs) in maintaining consumer loyalty. The results of the study indicate that effective and personal communication between SME leaders and consumers can increase consumer loyalty, emphasizing the importance of interpersonal communication in business leadership (Nilamsari, N., & Bianda, VA 2022). Marketing Public Relations (MPR) strategy in maintaining consumer loyalty is an important factor for the sustainability of Small and Medium Enterprises (SMEs). Natalina Nilamsari and VA Bianda in their research found that effective and personal communication between SME leaders and consumers plays a major role in building trust and creating a positive customer experience. A personal approach through direct interaction, either face-to-face or through social media, can increase the closeness between business and customers, thereby encouraging long-term loyalty. In addition, storytelling is an effective branding strategy, where SMEs that are able to convey inspiring stories about their business journey and the values they carry are more likely to attract the attention and emotional attachment of customers.

The use of social media and digital marketing is also key in building relationships with customers. Quick responses to customer questions, comments, and complaints create a more positive experience and increase trust. In addition, transparency in conveying information about products, prices, and services is a major factor that makes customers feel comfortable and trust the brand. Word of mouth strategies also contribute to building consumer loyalty, where satisfied customers tend to recommend products to others. To support this, SMEs can build customer communities through various digital platforms and offline events to strengthen relationships with consumers.

In the long term, implementing a Marketing Public Relations strategy that focuses on interpersonal communication can help SMEs create a strong brand

image and maintain customer loyalty. By understanding the importance of a transparent, personal, and community-based approach, SMEs can continue to grow amidst increasingly fierce competition and build sustainable customer relationships. Implementation of Community Empowerment Programs through Interpersonal Communication: S. Bkti Istiyanto examines how interpersonal communication is used in community empowerment programs. This study shows that leaders who communicate effectively with community members can increase participation and success of empowerment programs, emphasizing the role of interpersonal communication in community leadership (Istiyanto, SB 2023).

These studies emphasize that effective interpersonal communication plays a critical role in a variety of leadership contexts, including education, business, and community empowerment. In education, leaders who are good at communicating can create a conducive learning environment, increase teacher and student motivation, and strengthen collaboration between stakeholders. Meanwhile, in the business world, good communication skills enable leaders to build strong relationships with employees, increase team engagement, and clarify the company's vision and strategy. Furthermore, in the context of community empowerment, communicative leaders are able to inspire and mobilize community members to achieve common goals. The ability to convey ideas clearly, listen with empathy, and provide constructive feedback can strengthen community ownership and involvement in various programs. Thus, effective interpersonal communication not only impacts individual success but also plays a crucial role in the success of programs and the achievement of overall organizational goals.

CONCLUSION

Effective interpersonal communication is a key factor in building strong leadership skills. Leaders who are able to communicate clearly, openly, and transparently can increase the trust, motivation, and engagement of their team members. Active listening skills and providing constructive feedback also play a vital role in creating a harmonious and productive work environment. In the digital era, leaders must be able to adapt their communication style to various platforms to remain effective in conveying messages and managing teams. The use of a balance between formal and informal communication can strengthen interpersonal relationships and improve work efficiency. However, there are several barriers to interpersonal communication in leadership, such as lack of communication skills, differences in communication styles, and distractions in the work environment. To overcome this, leaders need to develop communication skills, build a supportive work culture, and adapt their communication style to the needs of the team. The implications of good interpersonal communication in leadership include improved managerial skills, effective decision-making, and success in managing change. Case studies from various sectors, including education, business, and community empowerment, show that good communication contributes to achieving organizational goals

more effectively. Overall, effective interpersonal communication is a key foundation for inspiring and influential leadership. By mastering good communication, leaders can build strong relationships with their teams, create a conducive work environment, and encourage the achievement of organizational goals more efficiently and sustainably.

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