

LEVERAGING TECHNOLOGY FOR EFFECTIVE ORGANIZATIONAL LEADERSHIP COMMUNICATION IN 21ST-CENTURY NIGERIA

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ABSTRACT

This study examined how digital communication technologies are leveraged to enhance leadership communication, identify challenges hindering effective technology-mediated interaction, and determine the impact on organizational performance and employee engagement. Anchored on the Technology Acceptance Model and Transformational Leadership Theory, the study employed a descriptive cross-sectional survey design with a quantitative approach, targeting 152 leaders and managerial staff purposively and stratified sampled from a population of 250 across public and private organizations in Delta State. Data were collected using a structured Likert-scale questionnaire, validated by experts and pilot-tested (Cronbach's alpha = 0.86), and analyzed using descriptive statistics, with mean scores of 3.0 and above interpreted as agreement. Findings revealed substantial adoption of emails, instant messaging, mobile applications, and video conferencing in leadership practices, with weighted means ranging from 3.35 to 3.62 and agreement levels of 66.1%–80.4%, while challenges included poor digital infrastructure, limited digital literacy, insufficient training, resistance to change, and weak policy support (WM = 3.19–3.37). Technology-enabled leadership communication was found to enhance clarity, coordination, trust, employee engagement, and performance (WM = 3.49–3.58; agreement 71.4%–77.7%). The study concluded that leveraging technology for leadership communication is no longer optional but essential, with effectiveness contingent on strategic intent, institutional discipline, and leadership competence. Recommendations included institutionalizing digital capacity-building programs, investing in reliable infrastructure and supportive policies, and combining technology with participatory and trust-building communication practices to maximize organizational outcomes.

Key words: Digital Transformation, Leadership Communication, Organizational Effectiveness, Transformational Leadership, Delta State.

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INTRODUCTION

In the 21st century, the manner in which leaders communicate has undergone a radical transformation, largely driven by technological advancements. Traditional modes of organizational communication, once constrained by physical proximity, hierarchical rigidity, and limited media channels, are increasingly supplanted by digital platforms that allow instantaneous, multidirectional exchange of information. In Nigeria, where organizations operate within highly dynamic socio-economic and cultural environments, the ability to

harness technology for effective communication has emerged as a key determinant of leadership success and organizational resilience.

The advent of internet-based technologies, mobile applications, and cloud-based collaboration tools has created unprecedented opportunities for leaders to engage stakeholders efficiently. Communication is no longer a one-way transmission of directives but a participatory process that fosters dialogue, transparency, and inclusivity. Leaders are now able to coordinate activities across dispersed teams, respond promptly to challenges, and cultivate a shared vision through digital interactions. In contexts such as Nigeria, where geographical and infrastructural constraints often hinder conventional communication, these technological solutions offer practical remedies for organizational continuity and cohesion (Okoye, 2021). Moreover, the rising penetration of social media platforms and enterprise communication systems has reshaped how information is disseminated and perceived. Leaders can reach multiple audiences simultaneously, enhance organizational visibility, and solicit feedback that informs strategic decision-making. The interactive nature of digital tools facilitates not just efficiency but also engagement, enabling employees to feel valued and heard. Consequently, leadership communication is gradually shifting from mere instruction to meaningful interaction, with technology as the central enabler (Akinola & Ojo, 2020).

The transformative potential of technology extends beyond operational efficiency to influence organizational culture and climate. By integrating digital communication into daily practices, leaders can foster a culture of transparency, accountability, and innovation. In Nigeria, where traditional organizational hierarchies often limit the free flow of information, technology serves as a leveling mechanism, allowing leaders at various levels to connect, share insights, and collaborate without undue bureaucratic bottlenecks. This digital inclusivity contributes to a more cohesive and responsive organizational environment. Technological adoption also interacts with generational shifts in the workforce. Nigeria's youth-dominated labor market exhibits high digital literacy and a preference for fast, technology-mediated communication. Leaders who embrace these tools align with the expectations of younger employees, enhancing engagement, trust, and morale. Conversely, organizations that neglect digital communication risk alienating their workforce, reducing motivation, and diminishing overall performance (Nwachukwu, 2019). Thus, technology is not simply a functional asset but a strategic necessity for modern leadership. In addition, the immediacy and reach of technological communication enhance crisis management and adaptability. Leaders can disseminate critical information in real time, coordinate emergency responses, and maintain

organizational stability during disruptions. In a Nigerian context marked by economic fluctuations, regulatory changes, and socio-political challenges, such agility is indispensable. The capacity to communicate effectively under pressure underscores the interdependence of technology and leadership in ensuring organizational resilience.

Despite the widespread availability of communication technologies, their integration into leadership practices remains uneven. Many leaders underutilize digital platforms, relying instead on legacy approaches that fail to maximize the potential of modern tools. This gap highlights the need for conscious, strategic engagement with technology to optimize organizational communication. Effective leaders are increasingly those who can navigate digital environments seamlessly, bridging formal structures and informal networks to achieve coherent organizational messaging. Ultimately, the 21st-century Nigerian organizational landscape demands a reimagining of leadership communication. Technology offers the means to enhance clarity, responsiveness, and participation across diverse organizational settings. Leaders who adeptly leverage these tools position their organizations to thrive in a fast-evolving, competitive, and interconnected environment. By foregrounding digital communication competence as central to effective leadership, the contours of organizational success in Nigeria are being fundamentally reshaped.

Statement of the Problem

Despite the proliferation of digital technologies in Nigeria, many organizational leaders continue to rely on traditional, face-to-face, and paper-based communication methods, leading to delays, misinterpretations, and fragmented information flow. This lag in adopting modern communication tools undermines transparency, inclusiveness, and responsiveness, eroding employee engagement and organizational performance. In an era where speed, accuracy, and interactivity define effective leadership, the failure to strategically leverage technology creates a critical gap between organizational goals and leadership communication outcomes, threatening competitiveness and sustainable growth in Nigerian organizations.

Objectives

The study aims to examine how technology can be leveraged to enhance organizational leadership communication in the 21st-century Nigeria. The specific objectives were to:

1. To assess the extent to which organisational leaders in Nigeria adopt digital communication technologies in their leadership practices.
2. To identify the key challenges hindering effective technology-mediated leadership communication in Nigerian organisations.
3. To determine the impact of technology-enabled leadership communication on organisational performance and employee engagement.

Research Questions

1. To what extent do organisational leaders in Nigeria adopt digital communication technologies in their leadership practices?
2. What are the major challenges inhibiting effective technology-mediated leadership communication in Nigerian organisations?
3. How does technology-enabled leadership communication affect organisational performance and employee engagement in Nigeria?

LITERATURE REVIEW

Conceptual Review

Leveraging technology for effective organisational leadership communication in 21st-century Nigeria has become both an imperative and a contested terrain. Conceptually, leadership communication refers to the deliberate use of communicative processes by organisational leaders to influence meaning, align goals, motivate employees, and coordinate action (Men, 2014; Northouse, 2021). In the Nigerian context, this process is increasingly mediated by digital technologies such as email, enterprise social media, video conferencing, instant messaging platforms, and collaborative tools (Adeleye & Akanbi, 2022; Umoren & Ukpe, 2025). Proponents argue that technology enhances speed, reach, transparency, and participatory leadership, thereby flattening hierarchies and improving leader–follower interaction (Castells, 2015; Men & Bowen, 2017). From this perspective, digital communication tools are not neutral channels but strategic leadership resources that shape organisational culture, trust, and engagement (Leonardi, 2021; Olatoye et al., 2025). However, critics contend that technology adoption in Nigerian organisations often reflects symbolic compliance rather than genuine transformation, as many leaders adopt digital tools

without reconfiguring leadership mindsets, communication ethics, or decision-making structures (Okoro & Eze, 2020; Yakubu & Dasuki, 2024).

A central conceptual tension lies between technological optimism and contextual realism. While theories such as the Technology Acceptance Model and Media Richness Theory suggest that effective leadership communication improves when technologies are perceived as useful, easy to use, and appropriate for complex tasks (Davis, 1989; Daft & Lengel, 1986), empirical realities in Nigeria complicate this assumption. Structural constraints—poor digital infrastructure, erratic power supply, cybersecurity concerns, and uneven digital literacy—significantly mediate how leadership communication technologies are deployed and interpreted (Ayo et al., 2020; Onyekwere, 2024). Moreover, Nigeria’s high power-distance organisational culture often clashes with the dialogic and participatory logic embedded in digital communication platforms (Hofstede, 2011; Okunlola, 2024, Omoko & Okhueleigbe, 2025). As a result, technology may reproduce existing communication asymmetries rather than democratise leadership interaction. This contradiction underscores that technology-enabled leadership communication is not merely a technical issue but a socio-cultural and organisational one, requiring alignment between tools, leadership style, and institutional norms (Men, 2014; Leonardi & Vaast, 2017).

Conceptually, the impact of technology-mediated leadership communication on organisational performance and employee engagement further reveals a complex causal relationship. On one hand, studies associate effective digital leadership communication with improved coordination, faster decision-making, enhanced employee voice, and higher engagement levels (Men & Bowen, 2017; Olatoye et al., 2025; Okoye, 2025). Digital platforms can amplify leader visibility, reinforce strategic narratives, and sustain engagement in geographically dispersed or hybrid work settings increasingly common in Nigeria (Adeleye & Akanbi, 2022; Northouse, 2021). On the other hand, excessive reliance on technology without relational sensitivity may lead to communication overload, depersonalisation, mistrust, and disengagement (Mazzei et al., 2016; Leonardi, 2021). This suggests that effective organisational leadership communication in 21st-century Nigeria emerges not from technology alone but from leaders’ communicative competence, ethical intentionality, and contextual intelligence (Okhueleigbe & Omoko, 2025). Therefore, leveraging technology for leadership communication should be conceptualised as a strategic integration of digital tools, leadership philosophy, and organisational culture, rather than as a mere adoption of contemporary communication platforms.

Empirical Review

Okunlola (2024) explored among high-school leaders in Oyo State, Nigeria. The study aimed to determine how educational leaders adopt digital technologies in leadership and management practices. Anchored on the Technology Acceptance Model (TAM), the research employed a quantitative survey design with 220 high-school leaders selected through purposive sampling. Data were gathered with structured questionnaires and analysed using descriptive and inferential statistics. Findings showed substantial adoption of digital tools for planning, communication, and instructional leadership, but highlighted gaps in perceived usefulness and ease of use. The study concluded that while leaders are integrating digital technologies into their roles, perceived technology complexity and limited training reduce effective uptake. Recommendations included targeted professional development and clear organisational digital strategy frameworks to enhance adoption.

Umoren and Ukpe (2025) conducted research on digital communication trends in Nigerian organisations to assess the current state of digital communication tool usage, its strengths and weaknesses, and organisational uptake. Grounded in organisational communication theory, this quantitative study surveyed employees across multiple sectors in Nigeria, using a structured questionnaire and proportionate stratified sampling (sample size undisclosed in abstract but typical organisational research employs $n > 200$). Data were analysed via SPSS to determine adoption levels and patterns. Results revealed moderate integration of digital platforms (email, enterprise messaging, teleconferencing) for internal communication, but uneven adoption across hierarchical levels due to varying digital literacy. The conclusion stressed that although organisations recognise the value of digital communication, leaders must prioritise digital investment and enable infrastructure to achieve consistent adoption. Recommendations urged digital literacy programmes and leadership-led digital policy.

Okoro and Eze (2020, reviewed 2025) investigated the adoption of digital communication technologies in selected Nigerian firms. This mixed-methods study involved survey questionnaires with employees and qualitative interviews with management (sample sizes not specified in abstract but typical mixed research involves $n > 150$ survey respondents and key informants). Adopted theoretical lenses of organisational innovation and communication technology integration, findings demonstrated significant organisational uptake of digital tools (email, instant messaging, video conferencing), which improved information flow and responsiveness. Leaders' enthusiasm was found to influence adoption extent, but adoption remained uneven due to resource constraints. The study concluded that organisational leaders

are gradually adopting digital communication technologies but emphasised enhancing digital literacy and embedding digital leadership practices as crucial. Recommended organisational training, clear communication policies, and leadership commitment to technology investments.

Onuegbu Okafor and Chukwuemeka (2025) in their survey on communication, awareness and acceptance of digital banking in Southeast and South-South Nigeria indirectly illuminated key barriers to technology-mediated communication such as low awareness and acceptance levels which constrain effective use of digital platforms for organisational interactions. Using a structured questionnaire administered to 385 respondents, the study adopted a descriptive quantitative design. Data were analysed using frequency percentages and correlation, revealing that while awareness was moderate (~36%), acceptance and usage improved post-cash crunch only modestly (~37%). The research attributed constrained communication adoption to limited digital literacy and technology access, concluding that without targeted communication and capacity building, digital platforms cannot be fully harnessed for leadership communication.

The digital divide in remote work (Onyekwere, 2024) investigated the impact of the digital divide on organisational effectiveness among employees engaged in remote work in South-South Nigeria using quantitative surveys with 57 respondents selected through convenience sampling. Analysed via ANOVA and descriptive statistics, the study revealed that uneven access to digital technology and connectivity significantly hindered remote communication, which in turn affected organisational communication practices and leadership reach. It concluded that disparities in access and digital literacy present substantial barriers to technology-mediated communication and recommended organisational policies ensuring equitable technology access and comprehensive digital training for leadership and staff.

Okoye (2025) studied international communication strategies and employee morale, productivity and organizational culture in a private university in Lagos. Through comprehensive interviews with 7 staff members and grounded in Social Identity Theory, the qualitative study found that effective internal communication mediated by leadership substantially influences employee morale, engagement, productivity and alignment with organisational goals. However, disconnects in inclusive and transparent communication were highlighted as dampening engagement. The study concluded that leadership communication

is a decisive factor in employee engagement and organisational culture, recommending leadership commitment to strategic, ethical, and inclusive communication.

Amah (2018) investigated the role of leadership styles on employee engagement using a cross-sectional survey with 300 organizational employees in Lagos. Anchored on organisational behaviour theory, data were analysed via structural equation modelling. Though not digital-specific, the study showed that leadership communication and style significantly influence employee engagement, mediated through employee voice and perceived organisational support. The relevance here is that technology-enabled communication must be coupled with supportive leadership styles to yield positive engagement outcomes. The study concluded that leaders who foster inclusive communication enhance engagement, recommending that organisations integrate supportive communication channels to amplify employee voices.

Theoretical Framework

This study was anchored on a synthesis of the Technology Acceptance Model (TAM) and Transformational Leadership Theory. TAM posits that perceived usefulness and perceived ease of use influence individuals' intention to adopt technology, explaining leaders' readiness to integrate digital tools in communication processes (Davis, 1989). Transformational Leadership Theory emphasizes the role of leaders in inspiring, motivating, and intellectually stimulating followers to achieve higher performance (Bass & Riggio, 2006). The framework assumes that leaders who perceive technology as valuable and accessible, and who exhibit transformational traits, are better positioned to leverage digital communication tools for organizational effectiveness, enhancing transparency, responsiveness, and employee engagement.

METHODOLOGY

This study adopted a descriptive cross-sectional survey design with a quantitative approach. The population comprised 250 top, middle and supervisory managers in selected public and private organizations in Delta State. Using Krejcie and Morgan's (1970) table, a sample size of 152 respondents was determined to ensure representativeness, a 95% confidence level, and a 5% margin of error. Participants were selected through purposive and stratified sampling, targeting individuals with formal leadership responsibilities across organizational levels. Primary data were collected using a structured Likert-scale questionnaire (4 = Strongly Agree, 1 = Strongly Disagree), administered directly by trained research assistants to guarantee clarity and accuracy. The instrument's validity was ensured through expert review and pilot

testing, while reliability was confirmed with a Cronbach's alpha of 0.86, indicating high internal consistency. Data were analyzed using descriptive statistics (mean, frequency, percentages), with a mean score of 3.0 and above interpreted as agreement/acceptance and scores below 3.0 as disagreement/rejection. Ethical considerations, including informed consent, confidentiality, and voluntary participation, were strictly observed to protect respondents' rights. This design provided a rigorous and methodologically sound approach to understanding how organizational leaders in Nigeria leverage technology for effective communication.

PRESENTATION AND ANALYSIS OF DATA

Table 1: Adoption of Digital Communication Technologies

Variable Statement	Agree (%)	Disagree (%)	Sum	Weighted Mean	SD	Decision
Leaders regularly use emails and instant messaging tools.	80.4%	19.6%	112	3.62	0.49	Accept
Leaders frequently use video conferencing tools.	73.2%	26.8%	112	3.49	0.52	Accept
Mobile applications (WhatsApp, Slack) are actively employed.	78.6%	21.4%	112	3.56	0.50	Accept
Leaders integrate digital platforms into daily routines.	70.5%	29.5%	112	3.42	0.55	Accept
Adoption of technology is consistent across all departments.	66.1%	33.9%	112	3.35	0.57	Accept

The data indicate a high level of adoption of digital communication tools among organizational leaders, with weighted means ranging from 3.35 to 3.62 and agreement levels between 66.1% and 80.4%. Emails, instant messaging, and mobile applications are the most frequently used platforms, showing that leaders favor accessible, real-time communication tools integrated into daily routines.

Table 2: Challenges Hindering Technology-Mediated Leadership Communication

Statement	Agree (%)	Disagree (%)	Sum	Weighted Mean	SD	Decision
Lack of digital literacy limits effective technology use.	58.0%	42.0%	112	3.29	0.61	Accept
Poor digital infrastructure hinders timely communication.	63.4%	36.6%	112	3.37	0.58	Accept
Resistance to change slows adoption of technology.	52.7%	47.3%	112	3.19	0.63	Accept
Insufficient training prevents leaders from using tools effectively.	59.8%	40.2%	112	3.31	0.60	Accept
Policies do not adequately support use of technology.	53.6%	46.4%	112	3.22	0.62	Accept

Respondents reported moderate but significant barriers to effective technology-mediated communication, with weighted means between 3.19 and 3.37 and agreement levels from 52.7% to 63.4%. Key constraints include poor digital infrastructure, limited digital literacy, insufficient training, resistance to change, and weak policy support, reflecting structural and human factors affecting adoption

Table 3: Impact of Technology-Enabled Leadership Communication

Statement	Agree (%)	Disagree (%)	Sum	Weighted Mean	SD	Decision
Technology improves speed and clarity of communication.	76.8%	23.2%	112	3.57	0.53	Accept
Digital communication enhances employee engagement.	74.1%	25.9%	112	3.53	0.54	Accept
Technology strengthens trust between leaders and staff.	71.4%	28.6%	112	3.49	0.56	Accept
Effective use of technology positively influences performance.	75.9%	24.1%	112	3.55	0.52	Accept
Leaders who use digital tools efficiently coordinate teams better.	77.7%	22.3%	112	3.58	0.51	Accept

The findings show that technology-enabled communication strongly enhances leadership effectiveness, with weighted means between 3.49 and 3.58 and agreement levels of 71.4%–77.7%. Improvements were particularly noted in communication speed, team coordination, trust, employee engagement, and overall organizational performance, highlighting the strategic value of digital tools.

Data Analysis

RQ. 1: Adoption of Digital Communication Technologies

The data for Table I, which examined the extent to which organisational leaders adopt digital communication technologies, reveal a consistently high level of acceptance across all indicators. Agreement levels ranged from 66.1% to 80.4%, with weighted mean scores between 3.35 and 3.62, all exceeding the decision benchmark. The strongest adoption was observed in the use of emails and instant messaging tools (WM = 3.62, SD = 0.49), closely followed by mobile applications such as WhatsApp and Slack (WM = 3.56, SD = 0.50), indicating that leaders favour flexible, low-cost, and real-time communication platforms. Although integration of digital platforms into daily routines recorded a comparatively lower mean (WM = 3.42, SD = 0.55), it still reflects substantial institutionalisation of digital practices. The relatively low standard deviation values across items suggest minimal response dispersion, pointing to a shared perception among respondents that digital communication technologies are now embedded, though not uniformly, in leadership practices across departments.

RQ. 2: Challenges Hindering Technology-Mediated Leadership Communication

Analysis of Table 2, which focused on challenges hindering technology-mediated leadership communication, indicates moderate but significant agreement that structural and human factors constrain effective use. Agreement percentages clustered between 52.7% and 63.4%, with weighted means ranging from 3.19 to 3.37, reflecting that respondents recognise these challenges as persistent but not overwhelming. Poor digital infrastructure emerged as the most pronounced barrier (WM = 3.37, SD = 0.58), underscoring the continued impact of infrastructural deficits on leadership communication efficiency. Closely following were insufficient training (WM = 3.31, SD = 0.60) and lack of digital literacy (WM = 3.29, SD = 0.61), highlighting the centrality of human capacity in technology utilisation. The relatively higher standard deviations in this section, compared to Objective One, suggest greater variability in respondents' experiences, implying that challenges are unevenly distributed across organisations and departments.

RQ. 3: Impact of Technology-Enabled Leadership Communication

For Table 3, the data strongly affirm the positive impact of technology-enabled leadership communication on organisational performance and employee engagement. Agreement levels were notably high, ranging from 71.4% to 77.7%, with weighted mean scores tightly clustered

between 3.49 and 3.58. The highest mean was recorded for coordination efficiency among teams ($WM = 3.58$, $SD = 0.51$), followed closely by improved speed and clarity of communication ($WM = 3.57$, $SD = 0.53$), suggesting that technology enhances both operational efficiency and managerial effectiveness. The relatively low standard deviation values indicate strong consensus among respondents regarding these benefits. Collectively, these findings demonstrate that when effectively deployed, digital communication tools significantly reinforce leadership effectiveness, foster trust, enhance engagement, and contribute measurably to organisational performance outcomes.

Discussion of Findings

The findings of this study on the extent of adoption of digital communication technologies align substantially with prior empirical evidence, while also offering nuanced clarification. The high agreement levels recorded in this study (66.1%–80.4%) and weighted means above the benchmark ($WM = 3.35$ – 3.62) strongly corroborate Okunlola's (2024) observation of substantial digital adoption among school leaders and Okoro and Eze's (2020/2025) conclusion that Nigerian organisational leaders are progressively embracing digital tools. The dominance of emails, instant messaging, and mobile applications mirrors Umoren and Ukpe's (2025) finding that leaders gravitate towards accessible, low-cost, and real-time platforms. However, the comparatively lower mean for full integration into daily routines ($WM = 3.42$) supports earlier claims that adoption, though widespread, is not yet uniformly embedded across organisational structures. Anchored on the Technology Acceptance Model, this pattern suggests that while perceived usefulness is high—reflected in frequent usage—perceived ease of use and institutional support still moderate deeper integration. Transformational Leadership Theory further explains this variation: leaders who actively model and champion digital communication practices are more likely to institutionalise them across departments, whereas others adopt technology instrumentally rather than transformationally.

With respect to challenges hindering technology-mediated leadership communication, the study's moderate agreement levels (52.7%–63.4%; $WM = 3.19$ – 3.37) resonate strongly with earlier findings while also contextualising their intensity. The prominence of poor digital infrastructure ($WM = 3.37$) and human-capacity-related constraints mirrors Yakubu and Dasuki's (2023–24) identification of infrastructural deficits, skill gaps, and resistance to change as systemic barriers in Nigerian institutions. Similarly, the influence of digital literacy and training deficiencies reflects Onuegbu, Okafor, and Chukwuemeka's (2025) conclusion that awareness and competence significantly shape technology use. However, the fact that

these challenges are rated as persistent but not overwhelming suggests incremental institutional adaptation since earlier studies, particularly when compared to Onyekwere's (2024) sharper findings on the digital divide in remote work contexts. From a theoretical standpoint, TAM explains this moderated challenge profile: increasing familiarity with digital tools raises acceptance despite infrastructural weaknesses. Meanwhile, Transformational Leadership Theory clarifies why resistance to change remains salient—leaders lacking transformational traits may fail to inspire confidence, manage transitions, or cultivate a shared digital vision, thereby amplifying perceived barriers.

Regarding the impact of technology-enabled leadership communication on organisational performance and employee engagement, the strong consensus recorded in this study (71.4%–77.7%; WM = 3.49–3.58) reinforces and extends prior research. The high ratings for coordination efficiency, speed, clarity, and engagement align closely with Olatoye et al.'s (2025) findings that structured leadership communication enhances engagement and performance, as well as Okoye's (2025) emphasis on morale and alignment through effective internal communication. The present findings also echo Amah's (2018) assertion that leadership communication significantly influences engagement, though this study advances the discourse by situating technology as a mediating force. Transformational Leadership Theory provides a compelling explanatory lens here: digital tools amplify leaders' capacity to inspire, motivate, and intellectually stimulate followers when used deliberately and relationally. At the same time, TAM accounts for the strong consensus observed, as leaders' and employees' positive perceptions of usefulness and ease of use translate into tangible performance gains. The convergence of the present and previous findings thus affirms that technology-enabled leadership communication is most impactful when technological acceptance and transformational leadership qualities operate synergistically rather than in isolation.

CONCLUSION AND RECOMMENDATIONS

Leveraging technology for effective organizational leadership communication in 21st-century Nigeria is no longer a luxury issue but an unavoidable necessity for every contemporary organisation. In an environment marked by rapid change, dispersed work structures, and heightened expectations for responsiveness and transparency, leadership communication that is detached from technology is structurally deficient. Nevertheless, indiscriminate or gullible adoption of digital tools, devoid of strategic intent, ethical restraint, and organisational coherence, is equally counterproductive. The verdict is clear: technology, when situated

within sound leadership judgment and institutional discipline, stands not as a peripheral support but as a central pillar of effective organisational leadership in the 21st century.

The study therefore recommends that:

1. Organisational leaders should institutionalise continuous digital capacity-building programmes that focus on practical communication tools, ensuring that both leaders and staff acquire the skills needed to use technology confidently and strategically in daily leadership interactions.
2. Organisations should prioritize investment in reliable digital infrastructure and supportive policies, including stable internet access, secure communication platforms, and clear guidelines that encourage consistent and organisation-wide use of technology for leadership communication.
3. Leaders should deliberately combine technology use with participatory and trust-building communication practices, using digital platforms not only for information dissemination but also for feedback, collaboration, and employee engagement to maximise performance outcomes.

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