

POSTERS TITLE

COMMUNICATION PRACTICES OF E-LEADERSHIP  
FOR ENHANCING PROJECT PERFORMANCE

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INTRODUCTION

The digital transformation of management processes has fundamentally changed leadership models, emphasizing the importance of effective communication in virtual environments. Traditional leadership approaches often fail to ensure cohesion, trust, and motivation in geographically distributed teams. As a result, there is an increasing need to explore how e-leadership communication practices influence project success. The research addresses the problem of insufficient understanding of how electronic communication shapes coordination, engagement, and performance in digital project teams.

The aim of the research to identify and analyze the communication practices of e-leadership that enhance the efficiency and performance of project management in a digital environment.

Objectives:

- to define the essence and distinctive features of e-leadership as a modern management phenomenon;
- to analyze the characteristics and levels of e-communication in project teams;
- to explore the relationship between e-communication efficiency and project performance outcomes;
- to determine how empathy and digital competence interact within effective e-leadership communication.

The study employs a combination of theoretical and analytical approaches, including systematic and comparative analysis, synthesis of scientific literature, and interpretation of empirical data from contemporary international research. Analytical methods were applied to assess the impact of e-communication on project team performance.

Theoretical background

E-leadership is a modern management concept that reflects the transformation of leadership approaches in response to the influence of digitalization and the development of information and communication technologies. It combines classic leadership competencies (strategic vision, the ability to motivate a team, make decisions, and delegate authority) with digital skills that ensure effective functioning in an electronic environment. An e-leader can organize team activities in virtual space, use digital tools for communication, coordination, control, and monitoring of results (Amorim et al., 2023; Kulshreshtha & Sharma, 2021). The basis of his activity is not only technological awareness, but also the ability to maintain interpersonal interaction and ensure the trust and cohesion of project participants, regardless of their physical distance. E-leadership can be considered a synergy of managerial influence and digital competence, which enables them to act effectively in a dynamic, globalized, and networked environment. Communication occupies a central place in the e-leadership system, as it is through this channel that managerial influence is implemented, task coordination is ensured, a shared vision is formed, and team unity is fostered. In the digital environment, it takes on new forms and channels - from asynchronous messages to interactive online meetings. Effective communication in the context of e-leadership is based on transparency, regularity, and accessibility of information for all project participants. It should be aimed not only at transferring tasks or reporting, but also at supporting the motivation, trust, and involvement of the team. The e-leader, as a communicator, forms a digital culture of interaction that combines openness, responsibility, and the technological convenience of data exchange. Therefore, communication is not an auxiliary tool, but rather the primary mechanism for realizing leadership potential in virtual spaces (Cortellazzo et al., 2019; Al-Ayed et al., 2025). An e-leader operates in a more complex, dynamic information space, where the speed of decision-making, asynchronous communication, and distributed teams require high flexibility and technological awareness (Juknevičienė et al., 2024; López-Figueroa et al., 2025). While a traditional leader's personal influence and charisma are primary factors, for an e-leader, digital presence, information flow management, and the ability to provide a sense of team unity in a virtual environment are key elements. E-leadership is an evolutionary continuation of classical leadership models that adapts management principles to the realities of the digital economy, directing them to increase the efficiency of communications and the effectiveness of team interaction.

Main findings

Communication practices of e-leadership

Level	Content of Practices	Examples of Implementation
Technological Level	Use of digital tools for knowledge and communication management	Use of Slack, Microsoft Teams, Trello, Notion, and Google Workspace for coordination, knowledge storage, and information exchange.
Managerial Level	Building a culture of transparent communication	Conducting regular online briefings, weekly updates, team discussions, and providing feedback through internal digital platforms.
Emotional-Behavioral Level	Empathic digital leadership	Holding individual online meetings, recognizing achievements, organizing informal virtual events, and maintaining digital team traditions.

Source: Compiled by the authors

MAIN RESULTS AND CONCLUSIONS

The research confirms that effective e-communication is a decisive factor in improving project performance and team productivity. It performs both operational and strategic functions - ensuring transparency, trust, and timely coordination while transforming information flows into a resource for knowledge sharing and innovation.

Three levels of e-communication were identified:

- **technological** - the use of digital tools for coordination, monitoring, and data exchange;
- **managerial** - the creation of a transparent communication culture and feedback system;
- **emotional-behavioral** - the development of empathy, psychological safety, and engagement within the team.

The combination of technological competence and empathetic leadership produces a synergistic effect that strengthens collaboration, motivation, and creativity.

It is concluded that e-leadership represents an integrated management concept where communication serves as the core mechanism of trust, cohesion, and innovation. E-communication thus emerges as a **strategic management resource** ensuring adaptability, sustainability, and long-term effectiveness of project organizations in the digital era.

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