Leadership Communication on Graduate Employability: Systematic Literature Review

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Abstract: Purpose: This paper aims to identify, review, and synthesis leadership communication on graduate employability using systematic literature review.

Methods: A systematic literature review has identified the literature through a search of online accessible databases such as Google Scholar, Scopus and Emerald Insight. The entry criteria are: i) date of publication between 2017 and 2021 and ii) dimensions. The Preferred Reporting Items for Systematic Reviews and Meta-Analyzes (PRISMA) flow chart was used to perform and report narrative synthesis and systematic reviews in accordance with the statement of selected reporting items.

Findings: There are several important elements or dimensions in leadership communication that can assist graduates in mastering the job market, including soft skills, motivation, mental and physical intelligence, volunteerism and teamwork.

Limitations/Implications: The scope of this research is limited to leadership communication and graduate employability. There are numerous topics to consider when determining a graduate's employability.

Authenticity: Communication skills are an important component that every graduate must possess and master in order to meet their needs during the learning process, in preparation for the world of work, or in social interaction. The ability to communicate effectively can aid in the development of social and emotional skills. As a result, graduates with strong leadership communication skills are able to dominate the job market.

Keywords: Leadership communication, Graduate employability, Soft skills.

1. Introduction

Communication skills is one of the important elements that must be presented and mastered by every student, whether to meet their needs during the learning process, preparation for the world of work or in social interaction. Communication, according to Ngadiman and Jamaludin (2018), is the ability to establish interaction or relationships with others through an intermediary medium or vice versa. Communication encompasses the skills of writing, reading, arguing, listening, communication ethics, and the use of technology (Azri et al., 2019). According to Mohamed et al. (2020), most industry and company management is also shifting to online communication, beginning with management and administrative aspects and progressing to business affairs. As a result, skills such as leadership communication are critical in the job-search process. The ability to communicate effectively can aid in the development of an individual's social and emotional skills. According to Sabil et al. (2021), communication is a person's mainstay and is unavoidable in carrying out daily activities. This is due to the fact that this process will inevitably occur when two individuals interact. Communication is extremely important in human life. These abilities can aid sociologists in the creation of social institutions, which in turn can have an impact on culture and social structure (Sahil & Hassan, 2018). According to Ngadiman and Jamaludin (2018), communication skills such as leadership communication are important aspects that must be emphasised in order to convey information. Graduates with strong leadership communication skills can dominate the job market. The exchange of ideas, plans, desires, dreams, and directions through verbal, nonverbal, or electronic means of communication is referred to as leadership communication (Mayfield & Mayfield, 2017). Leadership is the art of shaping one's interactions with other people or groups in order to achieve specific goals. To achieve the

quality of leadership, communication skills are critical in describing the requirements of the vision and mission so that the direction is clearer and the goals are met (Akhtar et al., 2017). Effective leadership communication skills can control the discordant atmosphere that can stymie an organization's activities. Educational institutions are required to provide graduates with a mastery of leadership communication. This is to ensure that graduates' employability can be improved (Kamaruddin et al., 2021). Graduates with strong leadership abilities are required in order for an organisation to meet its objectives. According to Mahpar (2021), the Malaysian government has outlined strategies for increasing graduate employability, one of which is the enhancement of talent excellence. As a result, a systematic review of the literature on the importance of leadership communication on graduate employability is necessary to inform stakeholders about the research on the importance of leadership communication on graduate employability. This paper is arranged as follows, which discusses the research methods used and then followed by reporting the results of the study, discussion and concludes with the conclusions of the study.

2. Research Methods

A systematic literature review was used to conduct this descriptive study. Google Scholar, Scopus, and Emerald Insight were the three search engines used to find articles and journals relevant to the purpose of this systematic survey. Searches have been conducted over the last five years, from 2017 to 2021. According to Khairi et al. (2021), systematic use of literature review will yield extensive research, increase transparency, and emphasise the importance of empirical evidence. The Preferred Reporting Items for Systematic Reviews and Meta-Analyzes (PRISMA) flow chart was used to summarise the procedure in this study. PRISMA is a published standard that provides relevant and necessary information to researchers (Khairi et al., 2021; Shaffril et al., 2019). Identification, screening, eligibility, and included are the four PRISMA processes. It is used to generate a systematic, accurate, and trustworthy overview (Gilath & Karantzas, 2019).

2.1 Identification

Google Scholar, Scopus, and Emerald Insight databases are used to find articles and journals. For data purposes, the keywords "Komunikasi Kepimpinan terhadap Kebolehpasaran Graduan" in Malay and "Leadership Communication towards Graduate Employability" in English were used. As a result, 755 articles and journals were completed at this stage, as shown in Figure 1.

2.2 Screening

Only the researcher's criteria were used to select the articles and journals. The article should be one that touches on Leadership Communication on Graduate Employability. The articles chosen are all empirical studies. If there are duplicate articles or journals in both databases, those articles and journals, as well as those listed in Figure 1, will be excluded. The analysis is carried out by reading the title and abstract. Following the screening, 230 articles were chosen.

2.3 Eligibility

There are 80 of these articles that have been re-screened with readings of the study's title and abstract. While the methodology, findings, and discussion of the study were also examined to ensure that the articles met the selection criteria and were consistent with the study's objectives. At this stage, a total of 60 articles were discarded for failing to elaborate on Leadership Communication on Graduate Employability. Articles were not chosen because they did not clearly display and discuss the findings data in the study's findings section, and the study's focus was more on model construction.

2.4 Included

Finally, there were only 16 articles remaining that met the study's selection criteria (Table 1).
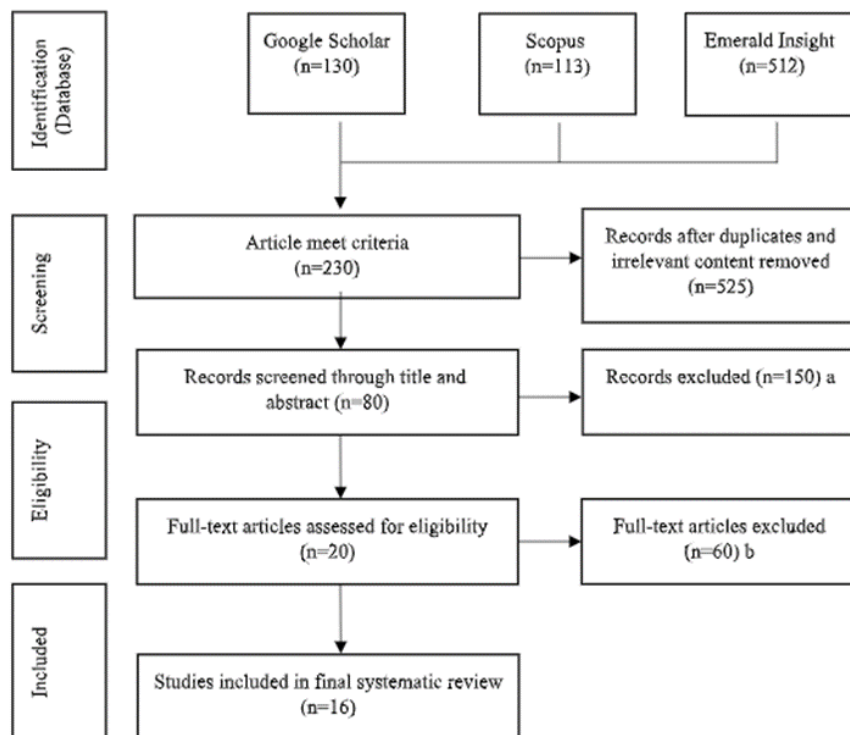
Figure 1: PRISMA Flow Chart

Table 1: List of Selected Articles

No.	Author	Elements/Dimensions
1.	Kamaruddin et al. (2021)	Motivation
2.	Bodolica et al. (2021)	Soft skills; Volunteerism and Teamwork
3.	Sato et al. (2021)	Soft skills
4.	Hosain et al. (2021)	Motivation and Soft skills
5.	Holdsworth et al. (2021)	Volunteerism and Teamwork
6.	Ng et al. (2021)	Soft skills; Volunteerism and Teamwork
7.	Suradi dan Rosli (2020)	Soft skills
8.	McGunagle dan Zizka (2020)	Motivasi motivation
9.	Sze dan Azmi (2019)	Soft skills; Mental and Physical Intelligence
10.	Jusoh et al. (2019)	Motivation
11.	Pouratashi dan Zamani (2019)	Soft skills
12.	Rahman et al. (2018)	Volunteerism and Teamwork
13.	Ngadiman dan Jamaludin (2018)	Soft skills; Volunteerism and Teamwork
14.	Chhinzer dan Russo (2018)	Soft skills

15.	Akman dan Turhan (2018)	Volunteerism and Teamwork
16.	Sieng dan Aziz (2019)	Mental and Physical Intelligence

3. Study Findings and Discussion

This section contains a discussion and description of the importance of leadership communication on graduate employability based on the scope of the study. There are several important elements or dimensions in leadership communication that can assist graduates succeed in the job market. Based on the literature review that have been selected using the Preferred Reporting Items for Systematic reviews and Meta-Analyzes (PRISMA) flow chart, among the elements or dimensions are as follows:

3.1 Soft Skills

The employability of graduates from higher education institutions is linked to prospective employers' preference for graduates with soft skills. Effective communication, critical thinking and problem solving, leadership skills and creativity, environmental responsibility, ethics and professionalism, and social and responsible work are examples of high soft skills (Pouratashi and Zamani, 2019; Chhinzer and Russo, 2018). As a result, soft skills are inextricably linked to leadership communication skills, which are the primary assets valued by prospective employers today. Graduates who are less proficient in these skills will almost certainly struggle to market themselves once they have completed their university studies. Employees should look up to management leaders who exhibit positive attitudes and serve as role models (Bodolica et al., 2021). As a result, employees will look up to and respect top management, and noble values will be formed, as well as directly contributing to the stability and achievement of an organization's goals (Sze & Azmi, 2019). Teamwork and communication skills are two of the soft skills that every graduate must master before entering the workforce. Soft skills, also known as generic skills, human skills, employability skills, and non-technical skills, are among the factors that influence graduates' employability (Ng et al., 2021; Sato et al., 2021; Hosain et al., 2021 ; Ngadiman & Jamaludin, 2018). A graduate's academic achievement does not guarantee his or her future in the face of the challenges of intense competition in the world of the job market. This is due to the fact that an individual's ability to communicate as a leader is dependent on his or her understanding of organisational situations, such as the importance of personal image, authority, and power, as well as understanding the culture, attitudes, and values found in the environment (Suradi & Rosli, 2020).

3.2 Motivation

Leadership communication skills should be taught to graduates on a regular basis. These skills are acquired through graduates' involvement and participation in the social environment around them, and a leader should have a high level of motivation in improving leadership communication skills (Jusoh et al., 2019). To put an effective leadership communication approach into action, Kamaruddin et al. (2021). An organisation must be involved in the development of the nature and attitudes of the people who work for them. Leadership communication refers to a leader's ability to inspire, motivate, and encourage others, as well as use power responsibly (Hosain et al., 2021; McGunagle and Zizka, 2020). According to Jusoh et al. (2019), social participation and motivation are two factors that contribute to leadership communication skills in the younger generation. These social participation and motivation factors are viewed as contributors to the relationship of leadership communication skills among leaders to lead in an organisation.

3.3 Mental and Physical Intelligence

Graduates are future leaders who will contribute to the nation's economic prosperity. Graduates who are healthy and visionary are capable of producing the intellectual resources required by high-tech and information-based industries (Sze & Azmi, 2019). According to Sieng and Aziz (2019), graduates can be left behind in the job market if they are not physically and mentally prepared. This is because, according to a 2016 World Economic Forum (WEF) report, job changes are expected in the next five years as a result of technological advancements. Leadership communication education is one of the most important components in preparing people to face increasingly complex job challenges (Sieng & Aziz, 2019). Therefore, with the development of today's

technology, graduates must always be sensitive to the changing needs of today's technology in order to remain competent. The stringent changes brought about by IR 4.0 necessitate mentally and physically intelligent human resources who are knowledgeable and skilled. This is done to keep them competitive in the workplace.

3.5 Volunteerism And Teamwork

According to Rahman et al. (2018), the spirit of volunteerism among students should be fostered from the start. It is the foundation of caring, responsible citizens who help one another regardless of religion, race, or skin colour. This spirit must also be instilled through the collaboration of various parties, including individuals, government bodies, non-governmental organisations, and family institutions (Bodolica et al., 2021; Holdsworth et al., 2021; Ng et al., 2021; Ngadiman and Jamaludin, 2018 ; Akman and Turhan, 2018). Teamwork or group work entails the ability to collaborate with people from various sociocultural backgrounds in order to achieve common goals. This is one of the skills that employers prioritise when hiring new employees. This is due to a shift in organisational management patterns that emphasise working in groups rather than working alone (Ngadiman & Jamaludin, 2018).

4. Conclusion

A study involving a systematic literature review on leadership communication on graduate employability discovered that soft skills, motivation, mental and physical intelligence, volunteerism, and teamwork are all highly valued by stakeholders such as employers, institutions of higher learning, and government. This is due to the fact that graduates' employability is required to assist the government in developing additional actions to help the country achieve the goals of the Malaysian Education Development Plan (Higher Education) 2015-2025 in an effective and meaningful manner. According to the findings of this study, leadership communication has a significant impact on graduate employability. Based on the findings of this study, which were obtained through face-to-face interviews, it is possible to conclude that all study participants, who were all employers, emphasised mastery of leadership communication as one of the criteria considered by employers. The significance of mastering these skills has an impact on graduates' employability by enabling graduates' competencies in terms of knowledge, skills, attitudes, and values. Other stakeholders, such as students, researchers, and academics, can contribute scholarly references and research practise. This study will fill existing knowledge and research gaps. It is hoped that this study will provide a dynamic reference space for issues related to graduate employability and even provide stakeholders and researchers with a broad understanding and current situation to conduct follow-up studies in the future. Furthermore, knowledge sharing related to the effectiveness of student leadership communication through community service programmes toward graduate employability can be implemented on a continuous basis to encourage knowledge improvement as an important skill exposure to meet the requirements of the job.

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