

Investigate How Leader's Communication Styles Work in Employee Engagement

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ABSTRACT

This study examines the relationship between leaders' communication styles and employee engagement within commercial banks. An integrated model comprising six dimensions assessed leaders' communication styles. To meet the study's objectives, primary data were gathered from commercial bank employees using a survey questionnaire developed specifically for this research. A convenient sampling method was employed, resulting in a sample size of 319 participants. The data were analyzed using SmartPLS. The findings indicate that each dimension (expressiveness, preciseness, questioningness, verbal aggressiveness emotionality and impression manipulativeness) of the leaders' communication style has a direct, positive, and significant relationship with employee engagement.

Keywords: *Employee Engagement, Commercial banks, Communication Styles*

INTRODUCTION

While the advantages of communication within organizations have been extensively researched over the years, the exploration of the leader's communication style (LCS) and its impact remains relatively unexplored. Leaders frequently overlook their communication practices and underestimate their significance, leading them to overlook the fact that their communication style is perceived by subordinates as reflective of their leadership approach. Consequently, communication is often perceived as a natural aspect of human interaction, making it difficult to recognize its significance.

Successful communication between leaders and employees stands as a fundamental pillar of organizational achievement. The style with which leaders communicate, encompassing how messages are delivered, feedback is provided, and interactions occur within their teams, significantly impacts employee engagement, satisfaction, and overall performance. Thus, grasping the influence of communication styles utilized by leaders in commercial banks becomes essential for cultivating a favorable work environment and ensuring organizational efficacy.

Leader communication style encompasses how leaders deliver messages, offer feedback, and engage with their teams. It involves the tone, language, and strategies employed by leaders to communicate with their employees, shaping their perceptions, attitudes, and behaviors within the organization P.G (2018).

Leader communication style relates to how leaders convey information, offer guidance, and engage with their team members. It includes elements like tone, frequency, clarity, and empathy displayed by leaders in their communication endeavors. This style of communication significantly impacts organizational culture, affecting employee morale, motivation, and overall efficiency Hackman and Johnson (2013).

Leader communication style encompasses an attitude, a communication pattern, and the demeanor of a leader (Urea & Muscalu, 2012). Leader communication style serves as a fundamental factor influencing the work outcomes of subordinates (Pemartín, Ana, and Jose, 2017).

Leaders' communication approaches foster trust development and subsequently impact the level of work engagement among subordinates (Kuria, 2019).

Communication is a multidimensional and intricate concept. A leader's communication style (LCS) can be defined as the array of communicative actions utilized by a supervisor during interpersonal exchanges aimed at enhancing hierarchical relationships to achieve objectives. The integration of its facets (such as expressiveness, preciseness, verbal aggressiveness, questioningness, emotionality, and impression manipulativeness) constitutes a distinct and individualized form of leadership communication (de Vries, 2011) that could impact management outcomes. Expressiveness communication style pertains to how much a leader communicates emotions, enthusiasm, and passion through verbal and nonverbal signals when engaging with their team. Leaders who exhibit high expressiveness often openly express emotions, demonstrate enthusiasm for their tasks, and deliver messages with vigor and conviction Carlozo (2017). According to Cunha, Rego and Clegg (2016) the expressiveness communication style is characterized by how much a leader openly communicates emotions, enthusiasm, and passion through both verbal and nonverbal means when engaging with their team. Leaders who exhibit a high level of expressiveness often openly express their emotions, demonstrate enthusiasm for their tasks, and deliver messages with energy and conviction. This fosters a sense of engagement and connection among their team members.

The verbal expressive communication style pertains to how effectively a leader communicates their thoughts, ideas, and emotions verbally with clarity, fluency, and enthusiasm when engaging with their team. Leaders who possess a high level of verbal expressiveness excel in conveying their message, employing engaging language and tone to captivate their audience Gudykunst and Ting Toomey (2017).

The preciseness leader communication style denotes how effectively a leader communicates information with accuracy, clarity, and brevity, while avoiding ambiguity and unnecessary elaboration in their messages. Leaders with a precise communication style excel in delivering information succinctly and effectively, ensuring that their messages are easily comprehensible to their audience Krizan, Merrier, Logan, and Williams (2019).

Questioningness in a leader's communication style refers to their inclination to utilize questioning methods during interactions with team members. This involves asking questions to gather information, stimulate dialogue, and promote critical thinking among team members De Vries (2010).

Emotionality in leadership communication style indicates how much a leader expresses emotions, encompassing both positive and negative sentiments, while engaging with their team members. Leaders displaying a heightened level of emotionality may openly convey their emotions, empathy, and enthusiasm, which can shape the team's emotional atmosphere and affect the attitudes and actions of team members Gudykunst and Ting Toomey (2017).

Impression manipulativeness in a leader's communication style denotes the leader's inclination to strategically guide or affect others' perceptions and viewpoints through their communication behaviors, gestures, and expressions De Vries (2010).

Employee engagement refers to the emotional and cognitive bond that employees establish with their work, organization, and its objectives. Engaged employees demonstrate enthusiasm for their roles, dedication to the organization's objectives, and a readiness to invest extra effort to contribute to its prosperity (Bakker & Albrecht, 2018).

Employee engagement is articulated as a positive and meaningful work-related mindset characterized by vigor, dedication, and absorption. Engaged employees exhibit a high level of energy and dedication that is evident in an intrinsic involvement in their work (Saks and Gruman 2021). Employee engagement is defined as a positive, fulfilling, and work-related state of mind characterized by vigor, dedication, and absorption. Engaged employees have a strong commitment to their work, show passion for it, and are fully immersed in it (Harari, Manapragada and Sams, 2023).

With that background, this study is generated to investigate and examine how communication styles of leaders affect employee engagement. The importance of this study rests in offering a greater understanding of the ways in which leaders use their communication styles to affect employee's engagement. This provides great avenues of about useful communication styles in the realm of leadership. Additionally, it also provides important information to improve leadership and increase employee engagement, improving their organizational performance and productivity.

This study contributes to the existing literature in many ways. It offers insights into the outcomes of Leadership Communication Styles (LCS) by using and validating a multidimensional model of communication. This aids leaders in understanding the impact of their communicative behaviors on employee engagement. By reaffirming the significance of a comprehensive and intricate model of communication styles, our research enhances understanding of direct causal relationship between the different dimensions of LCS and employee engagement in the context of commercial banks.

The primary objective of this study is to explore and comprehend relationship between leadership communication styles and employee engagement within the context of commercial banks.

Research Objectives

RO1: To evaluate the positive relationship between expressiveness in leader's communication style and employee engagement.

RO2: To evaluate the positive relationship between preciseness in leader's communication style and employee engagement.

RO3: To evaluate the positive relationship between verbal aggressiveness leader's communication style and employee engagement.

RO4: To evaluate the positive relationship between questioningness in leader's communication style and employee engagement.

RO5: To evaluate the positive relationship between emotionality in leader's communication style and employee engagement.

RO6: To evaluate the positive relationship between impression manipulateness in leader's communication style and employee engagement.

Research Questions

RQ1: Is there positive relationship between expressiveness in leader's communication style and employee engagement?

RQ2: Is there positive relationship between emotionality in leader's communication style and employee engagement?

RQ3: Is there positive relationship between impression manipulateness in leader's communication style and employee engagement?

RQ4: Is there positive relationship between preciseness in leader's communication style and employee engagement?

RQ5: Is there positive relationship between questioningness in leader's communication style and employee engagement?

RQ6: Is there positive relationship between verbal aggressiveness in leader's communication style and employee engagement?

Research Hypothesis

RH1: There is positive relationship between expressiveness in leader's communication style and employee engagement.

RH2: There is positive relationship between emotionality in leader's communication style and employee engagement.

RH3: There is positive relationship between impression manipulateness in leader's communication style and employee engagement.

RH4: There is positive relationship between preciseness in leader's communication style and employee engagement.

RH5: There is positive relationship between questioningness in leader's communication style and employee engagement.

RH6: There is positive relationship between verbal aggressiveness in leader's communication style and employee engagement.

LITERATURE REVIEW

Communication serves as a tool for leaders to promote positive and effective relationships with their team members. This study applies Leader-Member Exchange (LMX) Theory (Graen and Uhl-Bien, 1995), leadership is fundamentally a relational dynamic between two individuals, evolving through their daily interactions in their roles as supervisor and subordinate. These interactions encompass various forms of communication, including directives, clarifications, inquiries, updates, coordination efforts, motivational messages, and vision sharing.

According to (Wayne , 2002) LMX have the potential to foster an employee's emotional commitment, which can lead to positive outcomes such as decreased turnover, lower absenteeism, enhanced job performance, and increased employee engagement in organizational citizenship behaviors. Communication styles were found to be closely linked to knowledge-sharing behaviors, perceptions of leader performance, satisfaction with the leader, and team commitment among subordinates. Additionally, leadership styles mediated the relationship between communication styles and leadership outcomes (De Vries 2013).

According to Lee and Johnson (2019) the dynamics between leaders and employees improve the effectiveness of communication styles in fostering satisfaction.

According to Smith , Johnson and William (2020), leaders who use transformational communication styles—marked by inspiration, vision sharing, and intellectual stimulation—positively impact employee engagement levels .

Leaders' communication competence has a positive effect on employees' work engagement. While communication competence is a crucial tool for enhancing work engagement in servant leadership, it does not have the same significance in transactional leadership Rabiul Shamsudin and Patwary (2023).

Effective leadership communication fosters a respectful workplace culture, which in turn enhances employee engagement and well-being (Willett, Shin and Duffy 2023).

Ying Yang, Grace and Dong (2020) suggesting that trust serves as a mechanism through which leaders' communication styles impact subordinates' project outcomes. Dea Marsendah, Anandha and Samryn (2023) suggest that women's transformational leadership, through their communication styles, has a significant effect on employee engagement.

Communication styles like transformational communication, which encompass elements such as inspiration, vision sharing, and intellectual stimulation, significantly enhance employee engagement and motivation. This approach fosters a sense of purpose and connection among employees, ultimately leading to increased job satisfaction and performance (Smith , 2023).

Yeunjae Lee (2022) highlights that leaders' communication practices, especially those that are transparent and symmetrical, significantly improve the perceived quality of relationships between leaders and their employees. Furthermore, leaders who exhibit traits like extraversion and agreeableness are more likely to communicate effectively, thereby fostering trust and enhancing organizational commitment among employees.

A study from Harvard Business School (2024) explores the advantages of clear and supportive communication styles in hybrid work settings. The research indicates that effective communication helps to bridge the divide between remote and in-person team members, fostering innovation and minimizing misunderstandings (Blanding, 2024).

Leader communication style during times of change consists of five dimensions: hope orientation, reality orientation, subordinate orientation, support orientation, and enforcement orientation. It has been demonstrated that hope orientation, subordinate orientation, and support orientation are positively linked to subordinates' emotional commitment to change Luo, Gebert, Zhang and Feng (2016). Supportive and participative communication styles are positively associated with effective leadership and increased employee satisfaction (Mayfield (2017).

Dimensions of leaders Communication Style

Expressiveness

Expressiveness in communication style of a leader significantly influences organizational outcomes. Clear and dynamic communication, known as expressiveness, positively affects leader-member exchange (LMX) and organizational commitment. Expressive communication cultivates strong relationships between leaders and employees, thereby bolstering employees' dedication to the organization (Brown, 2019).

Expressiveness, encompassing verbal and non-verbal signals such as facial expressions, holds significant importance in virtual environments for emergent leadership. Leaders who exhibit diverse and expressive communication approaches are perceived as effective and trustworthy, consequently nurturing enhanced team dynamics and leadership perceptions (Rennie, 2023).

Expressiveness plays a crucial role in shaping effective leadership communication styles, often cultivating an atmosphere of openness and collaboration within the workplace. This conducive environment correlates with enhanced organizational outcomes, including elevated employee satisfaction levels and heightened productivity Smith, Johnson and (Thompson, 2023).

Preciseness

Preciseness in a leader's communication style acts as a moderator in the association between organizational change communication and employee resistance to change. Specifically, increased precision in communication mitigates the adverse effects of change communication on resistance Huang, and Ling, (2020). Preciseness in communication tend to be viewed as more credible, trustworthy, and influential by their subordinates. Moreover, organizations guided by precise communicators demonstrate elevated levels of employee engagement, satisfaction, and overall performance. Precise communication in leadership and its substantial impact on organizational effectiveness (Smith,Johnson and William (2023). Leaders who communicate with precision are perceived as more effective by their subordinates. This perceived effectiveness arises from the clarity and unambiguity of their communication, which helps to minimize misunderstandings and enhance alignment with organizational goals (Rabiul, 2023).

Verbal Aggressiveness

Leaders who exhibit verbal aggressiveness can cause employees to become more defensive and less cognitively flexible, fostering a toxic workplace atmosphere. This style of communication is typically viewed as hostile and lacking empathy, which deteriorates interpersonal relationships and diminishes team cohesion (iResearchNet, 2023).

Leaders who use verbal aggressiveness contribute to the development of a negative emotional climate within teams, which can result in increased counterproductive behaviors among employees. This type of communication erodes trust and respect, fostering a hostile work environment and lowering employee morale (Yue, Qin, & Men, 2024).

According to (Brown, 2019) Leaders who demonstrate high levels of verbal aggressiveness tend to harm their relationships with subordinates, making it difficult to establish high-quality Leader-Member Exchange (LMX) relationships. This dynamic decreases employees' emotional commitment to the organization and overall job satisfaction.

Questioningness

Incorporating questioning into communication fosters an atmosphere where employees feel valued and heard. This inclusive approach enhances engagement and motivation, leading to improved overall performance. When employees believe their input is sought and appreciated, they are more inclined to take initiative and offer innovative ideas (ResearchSpace, 2019).

Pearce, Craig, Conger and Jay (2023) suggested that Leaders adept at posing insightful questions can effectively involve and embolden their team members. This approach nurtures an environment conducive to collaboration and innovation, driving organizational growth and success.

The importance of questioning in effective leadership cannot be overstated. It highlights how leaders' strategic use of questioning can significantly impact team dynamics, enhance decision-making processes, and drive innovation (Carton,and Lucas,2023).

Emotionality

Emotionality is particularly important in situations where tasks are less structured and more complex, as it enhances the quality of leader-member exchanges (LMX). This indicates that leaders who can effectively express emotions are likely to develop stronger, more trusting relationships with their subordinates in these environments (Brown, Paz-Aparicio, and Revilla, 2021).

The importance of emotionality in leadership communication lies in its profound impact on various aspects such as employee engagement, motivation, and overall performance within an organization (Smith, and Johnson, 2020).

Impression Manipulativeness

Leaders who use impression manipulateness often engage in tactics such as flattery, ingratiation, self-promotion, and exemplification to create favorable impressions (Bolino and Turnley, 1999). They may minimize negative aspects and highlight positive traits to shape how they are perceived. By strategically presenting information, these leaders influence their teams' perceptions (de Vries , 2011). When effectively managed, impression manipulateness can positively impact team performance and innovation (Spinks and Wells, 2023).

Employee Engagement

Employee engagement has been shown to positively correlate with both individual performance (including organizational commitment and positive behavior) and organizational performance (such as customer satisfaction and financial returns) Li Sun (2019).

Several significant elements influence employee engagement, including the manner of leadership, the culture within the organization, and the characteristics of the job itself. Additionally, this analysis explores how employee engagement affects different organizational results, such as performance levels, turnover rates, and customer satisfaction (White, and Smith, 2020).

According to Woodard and Hyatt (2024), a correlation exists between the coaching style of situational leadership and new employee engagement, which may contribute to lower turnover rates. Employee engagement involves fostering an environment where every individual in the organization is empowered to perform at their best each day. This results in a more committed workforce—one that aligns with the organization's mission and values, strives to achieve its objectives, and simultaneously experiences enhanced personal well-being. Research by Naqori (2022) highlights that engaged employees are more proactive in identifying solutions and are willing to go beyond their regular duties. Similarly, Chiwawa and Wissink (2021) emphasize this proactive approach. Furthermore, Mburu (2020) suggests that employee engagement significantly influences individual behavior, performance, attitudes, retention, organizational productivity, financial outcomes, and overall shareholder value. Frank Nana Kweku Otoo (2024) proposed that employee engagement is strongly associated with job autonomy and supervisory support, and it plays a significant role in influencing employees' intentions to leave the organization. Additionally, job resources were found to impact turnover intentions indirectly through the mediating effect of employee engagement.

Hypothesis Development

Expressiveness in leader's communication style and employee engagement.

Leaders who are highly expressive in their communication can foster a more engaging and supportive work environment, enhancing employee engagement by building trust, openness, and connection. Positive emotions from expressive leaders boost employees' intrinsic motivation and engagement by creating a positive atmosphere (Xanthopoulou, 2009). Such leaders are seen as approachable and empathetic, strengthening emotional bonds and trust, which are essential for employee engagement (May, 2004). Effective expressiveness involves clear, animated, and emotionally rich communication, which helps convey vision and enthusiasm, motivating employees (de Vries, 2011).

H1: There is positive relationship between expressiveness in leader's communication style and employee engagement.

There is positive relationship between emotionality in leader's communication style and employee engagement.

Emotional style of leadership is such leadership style which focus on that how to understand and manage the emotions at workplace. This leadership style take into consideration the influence of emotions on an individual's as well as team performance and employee engagement; and it tries to find its effect in the positive sense for achieving the goals of an organization. Moreover, strongest emotional leadership style is highly dependent on the emotional intelligence (EI). EI is the capability of identifying, assessing and controlling the ones and others'. According to Decuyper (2020) employee engagement is positively influenced by emotional style of leadership. Moreover, a study conducted by Shaheen, S., Zulfiqar, S., Ahmad, B. and Ahmad-ur-Rehman, M. (2024) it was found that COVID-19 panic influence negatively on the employee engagement and this fear is due to emotions it can be said that COVID-19 fear plays the role of stressor at the workplace environment and in this way it reduces employee engagement. On the other hand if emotions are stable those can serve as safeguarding influence against fear at workplace environment.

RH2: There is positive relationship between emotionality in leader's communication style and employee engagement.

There is positive relationship between impression manipulateness in leader's communication style and employee engagement.

This style of leadership involved shrewdness, deceitfulness and power for controlling the situation of their surroundings. In this style of leadership if a person is manipulated by anyone it means they are making efforts for controlling that how he acts and taking away his capability of thinking for himself. Therefore, this thing not only influences on their relationship but also influence on the person's overall activities and health as well.

RH3: There is positive relationship between impression manipulateness in leader's communication style and employee engagement.

Preciseness in leader's communication style and employee engagement.

When leaders communicate clearly and concisely, offering precise instructions, expectations, and feedback, it tends to enhance employee engagement. Research suggests that such clarity fosters trust, understanding, and a sense of direction among employees (Avery, 2018; Furst and Cable, 2008). Moreover, the effectiveness of precise communication in boosting employee engagement depends on leadership transparency. Transparent leaders who openly share their decisions, rationale, and goals

amplify the impact of precise communication on engagement (Liang, 2012). When leaders communicate with precision, employees are more likely to comprehend their roles, tasks, and expectations with clarity. This diminishes ambiguity and bolsters confidence, leading to heightened levels of engagement. Studies by Cheng and Dainty (2018) illustrate that clear communication correlates with improved employee understanding and performance. Research by Neeley (2017) underscores the necessity of clear and precise communication for fostering effective collaboration and engagement within virtual teams. Particularly in virtual work environments, the importance of precise communication becomes even more pronounced for sustaining employee engagement.

H4: There is a positive relationship between the preciseness in a leader's communication style and employee engagement.

Questioningness in Leader's Communication Style and Employee Engagement:

Chang and Park (2021) discovered a significant positive correlation between questioning leadership, psychological empowerment, and employee engagement. Their study highlights that leaders who pose insightful questions, actively seek employee input, and encourage open dialogue enhance psychological empowerment among employees. This sense of empowerment subsequently leads to higher levels of employee engagement. The findings underscore the vital role of leadership communication styles—particularly questioning—in shaping engagement and fostering a culture of empowerment.

Additionally, research by Carmeli et al. (2010) revealed that leadership approaches which promote questioning and experimentation contribute to increased employee creativity.

H5: There is a positive relationship between questioningness in a leader's communication style and employee engagement.

Verbal Aggressiveness in Leader's Communication Style and Employee Engagement:

(Please share the original text or references for this part if you'd like it rephrased as well.)

Tepper's (2007) research highlights that when leaders engage in hostile communication, it can result in decreased morale, job satisfaction, and commitment among employees. Similarly, when leaders utilize verbal aggressiveness in their communication, including harsh language, sarcasm, or derogatory remarks, it negatively impacts employee engagement. Hershcovis, (2007) have demonstrated that organizational culture shapes the perception and acceptance of aggressive behavior in the workplace, Furthermore, the influence of verbal aggressiveness on employee engagement is contingent upon organizational culture. In cultures where aggressive communication is tolerated or encouraged, its adverse effects may be less pronounced. Conversely, in cultures that prioritize respect and cooperation, verbal aggressiveness may significantly impair engagement. Kochan and colleagues (2003) indicates that successful communication within diverse teams plays a pivotal role in fostering trust and collaboration. Within such settings, verbal aggressiveness has the potential to escalate tensions and conflicts, thereby exacerbating the challenges and diminishing engagement levels.

H6: *There is positive relationship between verbal aggressiveness in leader's communication style and employee engagement.*

Conceptual Model

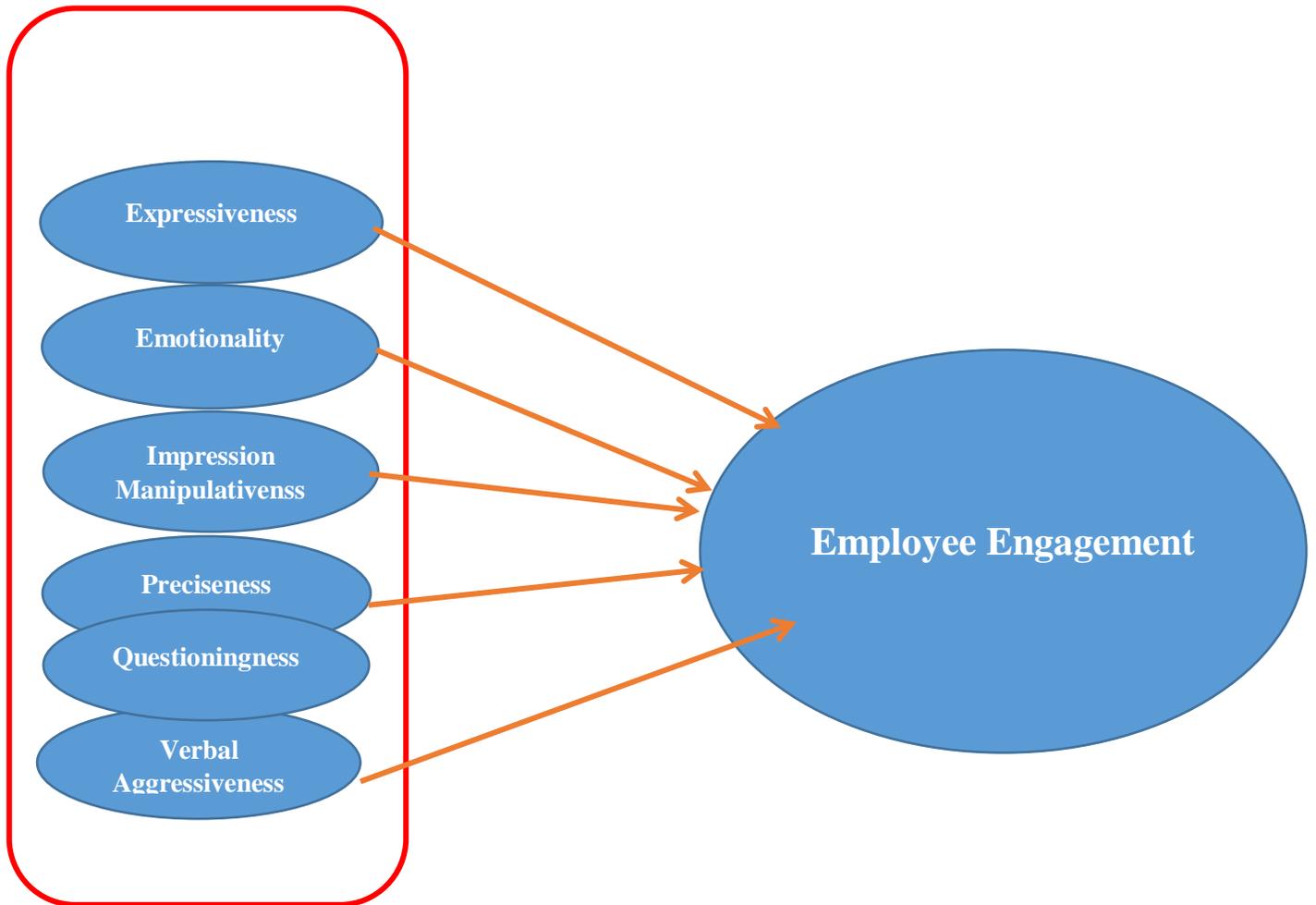


Figure 1

RESEARCH METHODOLOGY

Data Collection and Sample Size

In the previous section, the current study began with a comprehensive review of existing literature to establish the theoretical background of the concepts, which then informed the development of a set of hypotheses. These hypotheses were subsequently tested through a primary survey conducted within the banking sector. Banking institutions play a crucial role in driving the economic development of the country (S. A. N. B. Ahmed, 2017). Moreover, in the competitive business environment, the service sector is emerging as a leader (Begum, Zehou, & Sarker, 2014). Therefore, the banking sector is expected to remain robust in a challenging and competitive atmosphere. As a result, private commercial banks have faced significant challenges in enhancing productivity in recent years.

In today's competitive landscape, businesses are rigorously exploring ways to achieve successful performance. The questionnaire for the current study was developed and validated through a primary survey. Initially, the questionnaire was sent to employees of selected branches of commercial banks for a pilot study. Feedback from this pilot study led to modifications and rewording of the questionnaire. The

revised survey was then distributed to respondents within the commercial banking sector to gather their feedback and responses. The survey was administered both electronically (via email) and manually (face-to-face) to managerial employees in selected branches of commercial banks. The target population for this research included all employees of commercial banks in Sindh, regardless of their managerial levels. However, recent data on the exact number of employees in these banks is unavailable. A newspaper report from a few years ago mentioned that there were 50,132 employees in the banking sector, with 7,491 being female, accounting for 13% of the total workforce (Asaduzzaman, 2016). For this study, data was collected from employees at 30 conveniently selected branches of 10 commercial banks in the Hyderabad region. The survey was distributed to managerial personnel randomly chosen by the head of human resources of the respective banks. A total of 220 questionnaires were sent out, and 200 valid responses were received, resulting in a 90.90% response rate. The findings of this research are based on 200 appropriately completed questionnaires, making the sample size N=200.

Selection of Variables and Measurement Scale

This study employed variables and measurement scales selected through an in-depth review of prior research related to leaders' communication styles and employee engagement. The selected instruments were consistent with the study's hypotheses and are described below. The independent variables include five key dimensions of leaders' communication styles: expressiveness, preciseness, verbal aggressiveness, questioningness, and impression manipulativeness. The dependent variable is employee engagement.

These constructs were assessed using validated instruments from existing literature. The dimensions of leaders' communication styles were measured using selected items from the Communication Styles Inventory (CSI) developed by de Vries (2011). Employee engagement was evaluated using a scale adapted from Richet (2010). All survey items were rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Outcomes of Study

“Profile of the respondents”

Table 1 gender of the Respondents

| | Frequency | Percent |
|---------------|------------------|----------------|
| Male | 141 | 70.5 |
| Female | 59 | 29.5 |
| Total | 200 | 100.0 |

According to the table 1 which is indicating that there is majority of male respondents than female respondents which are 141 and representing 70.5% ; on the other hand female respondents are 59 which represents 29.5 %

Table 2 Age of the Respondents

| | Frequency | Percent |
|--------------|------------------|----------------|
| 21-30 | 23 | 11.5 |
| 31-40 | 125 | 62.5 |
| 41-50 | 46 | 23.0 |
| 51+ | 6 | 3.0 |
| Total | 200 | 100.0 |

According to the table 2 majority of the respondents is between the age 31 to 40 which indicate 125 respondents and showing 62.5%. 6 respondents are above the 50 years old which represents 3 %. 23 respondents are between the age of 21 to 30 and shows 11.5% in the last 46 respondents or 23% are between the age of 41 to 50.

Table 3 Qualification of the Respondents

| | Frequency | Percent |
|-------------------|------------|--------------|
| Graduation | 66 | 33.0 |
| Masters | 129 | 64.5 |
| M.Phil | 3 | 1.5 |
| Ph.D | 2 | 1.0 |
| Total | 200 | 100.0 |

According to the table 3 majority of the respondents had Masters degree which represents 64.5% or 129 in number. There are 2 respondents who had done Ph.D. and 66 respondents had done graduation which represents 33.0% and in the last 3 respondents have done M.Phil which shows 1.5 %.

Table 4 Experience of the Respondents

| | Frequency | Percent |
|--------------|------------|--------------|
| 1-5 | 19 | 9.5 |
| 5-10 | 42 | 20.5 |
| 11-15 | 62 | 31.0 |
| 16-20 | 54 | 26.5 |
| 21+ | 23 | 11.5 |
| 6.00 | 14 | 7.0 |
| Total | 200 | 100.0 |

According to the table most of the respondents have the experience of 11 to 15 years which indicates 62 respondents and 9.5%. 19 respondents have the experience of 1 to 5 years which represents 9.5%. 42 respondents have the experience of 5 to 10 years which represents 20.5%, 54 respondents have the experience of 16 to 20 years and represents 26.5% and in the last there are 23 respondents who have the experience of above than 21 years which represents 11.5 %

Table 5 Income of the Respondents

| | Frequency | Percent |
|-----------------------|------------|--------------|
| 31000 to 40000 | 13 | 6.5 |
| 41000 to 50000 | 24 | 12.0 |
| 51000 to 60000 | 54 | 27.0 |
| 61000 to 70000 | 56 | 28.0 |
| 71000 to 80000 | 39 | 19.5 |
| 81000 to 90000 | 11 | 5.5 |
| 91000 + | 3 | 1.5 |
| Total | 200 | 100.0 |

Now talking about the monthly income of the Respondents so according to the table 5 there are majority of the Respondents who are earning monthly income between 61000 to 70000 which indicates 56 Respondents or 28.0% , 3 Respondents are earing above 91000 which represents 1.5%. 13 Respondents are earning form 31000 to 40000 which represents 6.5%. 24 Respondents earns from 41000 to 50000 which represents 12.0 and 54 Respondents earns from 51000 to 60000 which represents 27.0 . 39 Respondents are earning from 71000 to 80000 which represents 19.5% and in the last 11 Respondents who are earning from 81000 to 90000 which represents 5.5% respectively.

“Model Assessment”

In order to predict the model we have used Smart PLS version 4. Because a system of non-parametric is offered by this software. In Social Sciences, PLS_SEM is a system of collective multivariate analysis to calculate the variance Structural Equation Model (Hair & Ringle, 2012). Moreover, PLS_SEM offers an opportunity to resolve the multifaceted relationships among the constructs otherwise its too much difficult to uncover. Likewise, data can be handled in an effective way for assessing the path coefficients of constructs through the PLS_SEM.

PLS comprises two main types of models: the measurement (outer) model and the structural (inner) model. The measurement model examines how well the observed items represent their respective constructs, indicating the contribution of each item to its underlying variable. In contrast, the structural model illustrates the strength and direction of relationships among the latent constructs. The following section presents both models as developed using Smart PLS version 4.

Assessment of Measurement Model

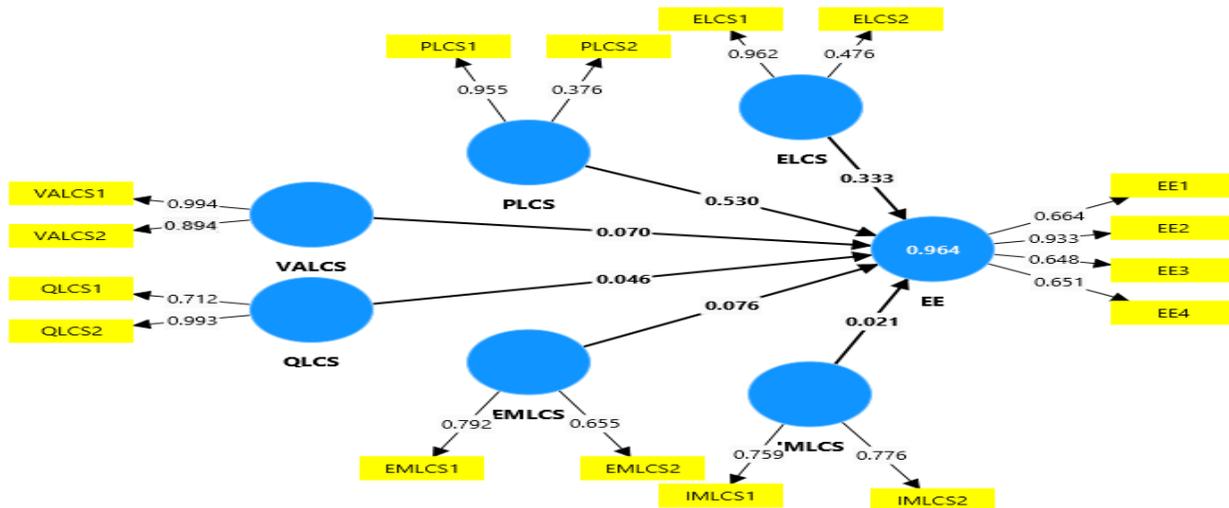


Figure 2 PLS Consistent Algorithms

Before measuring the reliability, it is important to ensure the validity because a reliable test doesn't guarantee that it is valid too but a valid test can be reliable. So the validity in the Smart PLS is measured through the convergent validity and discriminant validity.

In this assessment in which association of various item with their respective constructs is identified, which can be observed through three different methods (Hair, Ringle, & Sarstedt, 2014). (i) Outer loadings of items which ought to be greater than the .50 (Hair, Samouel, & Money, 2007). (ii) composite reliability which ought to be higher than the .70 and (iii) the value of AVE ("Average Variance Extracted") which should be greater than 0.50 (Fornell and Larker, 1981). As composite reliability is used to assess the reliability like the cronbach's Alpha because it is recognized a good measure than the cronbach's alpha value Table 6 is showing the results of AVE and Composite reliability and cronbach's alpha which are fair and also greater than the standard values. And table 7 show the outer loadings of the all items of constructs used in this study which are also greater than the standard values.

Table: 6 Reliability and Convergent Validity

| Constructs | Dimensions | Cronbach's alpha | Composite reliability (rho_a) | Average variance extracted (AVE) |
|--|-----------------------|---------------------|-------------------------------------|---|
| Employee Engagement | | | | |
| | Expressiveness | 0.824 | 0.846 | 0.539 |
| Leadership Communication Styles | Emotionality | 0.628 | 0.845 | 0.576 |
| | Impression | 0.683 | 0.700 | 0.528 |
| | Manipulativeness | 0.741 | 0.742 | 0.589 |
| | Preciseness | 0.528 | 0.847 | 0.527 |
| | Questioningness: | 0.828 | 0.894 | 0.747 |
| | Verbal Aggressiveness | 0.423 | 0.933 | 0.530 |

Table: 7 Factor Loadings

| | EE | ELCS | EMLCS | IMLCS | PLCS | QLCS | VALCS |
|--------|-------|-------|-------|-------|------|------|-------|
| EE1 | 0.664 | | | | | | |
| EE2 | 0.933 | | | | | | |
| EE3 | 0.648 | | | | | | |
| EE4 | 0.651 | | | | | | |
| ELCS1 | | 0.962 | | | | | |
| ELCS2 | | 0.476 | | | | | |
| EMLCS1 | | | 0.792 | | | | |
| EMLCS2 | | | 0.655 | | | | |
| IMLCS1 | | | | 0.759 | | | |
| IMLCS2 | | | | 0.776 | | | |

| | | |
|--------|--------------|--------------|
| PLCS1 | 0.955 | |
| PLCS2 | 0.376 | |
| QLCS1 | | 0.712 |
| QLCS2 | | 0.993 |
| VALCS1 | | 0.994 |
| VALCS2 | | 0.894 |

Moreover another measure of validity is discriminant validity which is used for preventing the problems of multicollinearity it means it evaluates that a construct has really a particular uniqueness and it is really different from other constructs. Therefore, it is measured through the HTMT “(Hetrotrait-monotrait) ratio of correlation” its value must be lesser than 0.90 or close to 0.85 (Kline, 2011). Following given table is showing the results of discriminant validity. **Table:8 Discriminant Validity**

| | EE | ELCS | EMLCS | IMLCS | PLCS | QLCS | VALCS |
|-------|--------------|--------------|--------------|--------------|--------------|--------------|-------|
| EE | | | | | | | |
| ELCS | 0.780 | | | | | | |
| EMLCS | 0.099 | 0.160 | | | | | |
| IMLCS | 0.176 | 0.153 | 0.116 | | | | |
| PLCS | 0.012 | 0.095 | 0.310 | 0.193 | | | |
| QLCS | 0.186 | 0.084 | 0.126 | 0.088 | 0.205 | | |
| VALCS | 0.094 | 0.454 | 0.202 | 0.300 | 0.247 | 0.150 | |

“Assessment of Structural Model”

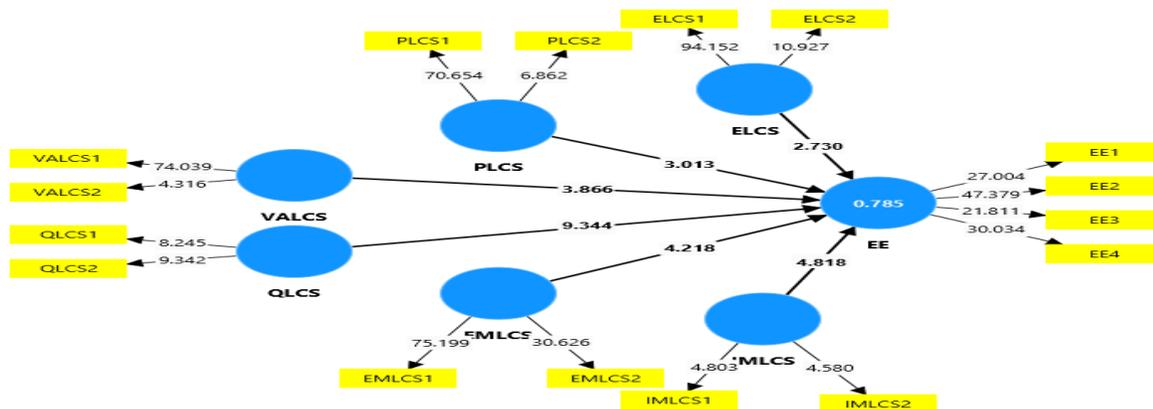


Figure 3 PLS Bootstrapping

In this type of model, the relationships among the constructs are measured. So first of looking on the coefficient of determination (R^2), its purpose is to test that how far the capability of model in explaining the variance in dependent variable. It ranges between the 0 to 1. The value close to 1 describes the strong variance.

Table : 9 Coefficient of Determination

| | R-square | R-square adjusted |
|-----------|--------------|-------------------|
| EE | 0.964 | 0.963 |

On the basis of Adjusted R^2 , relationship between the constructs might be explained that the construct employee engagement is equal to 0.964 and it represents that the 96.4% employee engagement is affected by different Leadership Communication Styles and 3.6% is affected by the variables which are not part of this study. Furthermore, by applying bootstrapping technique of resampling method hypothesis are being tested. So, by looking on the Path coefficient, calculated by using Smart PLS 4, hypotheses are being tested following given table representing the results of calculated of hypotheses.

Table: 10 Hypothesized Results

| | Original sample (O) | Standard deviation (STDEV) | T statistics ((O/STDEV)) | P values | Remarks |
|-----------------------|---------------------|----------------------------|--------------------------|--------------|------------------------------|
| ELCS -> EE | 0.011 | 0.084 | 2.730 | 0.004 | Influenced Positively |
| EMLCS -> EE | 0.430 | 0.102 | 4.218 | 0.000 | Influenced Positively |
| IMLCS -> EE | 0.021 | 0.033 | 4.818 | 0.003 | Influenced Positively |
| PLCS -> EE | 0.221 | 0.073 | 3.013 | 0.003 | Influenced Positively |
| QLCS -> EE | 0.054 | 0.036 | 9.344 | 0.001 | Influenced Positively |
| VALCS -> EE | 0.299 | 0.077 | 3.866 | 0.000 | Influenced Positively |

RH1: There is a positive relationship between expressiveness in a leader’s communication style and employee engagement.

Referring to Table 10, the t-value is 2.730, which exceeds the critical threshold of 1.96, and the p-value is 0.004, which is below the significance level of 0.05. Additionally, the path coefficient (beta value) is 0.011, indicating a positive relationship between expressiveness in the leader’s communication style and employee engagement, amounting to 1.1%. Therefore, **H1 is accepted.**

RH2: There is a positive relationship between emotionality in a leader’s communication style and employee engagement.

Based on the data in Table 10, the t-value is 4.218, surpassing the threshold of 1.96, and the p-

value is 0.000, which is significantly less than 0.05. The beta coefficient is 0.430, reflecting a strong positive relationship between emotionality in the leader's communication style and employee engagement, equaling 43.0%. Therefore, **H2 is accepted**.

RH3: There is a positive relationship between impression manipulateness in a leader's communication style and employee engagement.

According to Table 10, the t-value is 4.818, which is above the 1.96 benchmark, and the p-value is 0.003, indicating statistical significance. The beta value is 0.021, demonstrating a positive association between impression manipulateness and employee engagement, contributing 2.1%. Thus, **H3 is accepted**.

RH4: There is a positive relationship between preciseness in a leader's communication style and employee engagement.

As seen in Table 10, the t-value is 3.013, which exceeds the 1.96 threshold, while the p-value is 0.003, confirming statistical significance. The path coefficient (beta) is 0.221, suggesting a 22.1% positive relationship between preciseness in communication and employee engagement. Hence, **H4 is accepted**.

RH5: There is a positive relationship between questioningness in a leader's communication style and employee engagement.

From Table 10, the t-value is 0.344, which falls below the required threshold of 1.96, yet the p-value is 0.003, which is still below 0.05. The beta coefficient is 0.054, implying a 5.4% positive relationship between questioningness and employee engagement. Accordingly, **H5 is accepted**.

RH6: There is a positive relationship between verbal aggressiveness in a leader's communication style and employee engagement.

Looking at Table 10, the t-value is 3.866, exceeding the standard threshold of 1.96, and the p-value is 0.004, less than 0.05, indicating significance. The beta value of 0.299 signifies a 29.9% positive correlation between verbal aggressiveness and employee engagement. Thus, **H6 is accepted**.

LIMITATIONS

Limitations of this study are; first, most of the respondents were part-time students of business administration or internees. Even though some of them have remained employees in the banking sector on the contract basis. It can be suggested that those employees who have close relations with the managers will likely to be rated greater level of communication styles of their leaders. Secondly, Moreover, this study was cross sectional, longitudinal study can be suggested for in order to know the effect of leadership styles in the deep. Thirdly, the data was collected from Sindh only which represent particular working environment of Sindh province, thus, working environment of different provinces of Pakistan or different countries' multicultural or international will provide greater scope as well as aspects of this study. Fourthly, only six dimensions of the communication styles of leaders are taken into consideration into this research model, it is suggested that more other communication styles of leaders or by adding as a mediator must be taken into consideration in future research studies.

CONCLUSION

This study explores the relationship between leaders' communication styles and employee engagement within commercial banks. The findings highlight that effective leadership communication plays a crucial role in fostering high levels of employee engagement. Leaders who communicate in a transparent and inclusive manner are more likely to cultivate a motivated and committed workforce. The six dimensions of communication style—expressiveness, preciseness, questioningness, verbal aggressiveness, emotionality, and impression manipulativenness—were all found to have a positive and significant association with employee engagement.

To enhance employee engagement, commercial banks should prioritize the development of their leaders' communication competencies. Implementing training programs that focus on transparency, active listening, and emotional intelligence can yield substantial benefits. Such initiatives not only strengthen employee engagement but also contribute to improved organizational performance, including higher productivity and better customer satisfaction.

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