

Leadership Frames and Employees' Work Engagement: Mediating Insights from Leaders' Motivating Language

Sajid Hussain*, Muhammadi Sabra Nadeem†

Abstract

Employees' work engagement is considered a strategic organizational priority because of its impact on sustainable competitive advantage across the globe. Despite extensive research on different leadership styles and behaviors, the current study bridges the gap of limited empirical evidence of the impact of Human Resource Leadership Frame and Symbolic Leadership Frame on employees' work engagement with the mediating role of leaders' motivating language. The study was conducted on management professionals of the petroleum refining sector of Pakistan a major contributor to the national economy of Pakistan. The research study was conducted cross-sectionally through a self-administered survey questionnaire with a sample of 377 professionals from the refining sector in Pakistan. Convenience sampling was used due to the geographical dispersion and approachability constraints of the target population. The research model was analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). The measurement model established satisfactory reliability and convergent validity, and bootstrapping confirmed the significance of the hypothesized relationships. The findings revealed that Human Resource Leadership Frame ($\beta = 0.410$, $p < 0.001$) and Symbolic Leadership Frame ($\beta = 0.312$, $p < 0.001$) significantly and positively enhanced employees' work engagement, while leaders' motivating language partially mediated the both relationships. The study also contributes to leadership and work engagement literature along with supporting human resources and management practitioners to apply human centric and meaning oriented leadership behavior and verbal language more effectively for motivating employees and strengthening engagement at the workplace.

Keywords: human resource leadership frame, symbolic leadership frame, leaders' motivating language, employees' work engagement

* PhD Scholar, COMSATS University, Islamabad, Pakistan, Email: dijasquireshi@gmail.com

† PhD, Muhammadi Sabra Nadeem, Associate Professor, COMSATS University, Islamabad, Pakistan, Email: sabra.nadeem@comsats.edu.pk

Introduction

In contemporary management scholarships, employees are increasingly being regarded as a strategic business asset for attaining long-term competitive advantage and sustainable organizational performance. (Cooke, 2025). Since human-centered skills are now becoming integral for organizational sustainability and long-term performance, therefore organizations are placing greater emphasis on employee engagement and well-being (Austen & Piwovar-Sulej, 2025; Alfadel et al., 2025).

Over the last three decades, academicians and researchers have increasingly emphasized the construct of work engagement because of the growing recognition of positive employee experiences at the workplace (Keane et al., 2024; Bakker et al., 2023). The roots of work engagement can be traced to Kahn's (1990) seminal work on personal engagement which has encouraged researchers to investigate various organizational antecedents capable of enhancing work engagement (Chidambaram et al., 2025; Widowati & Satrya, 2023). In this domain, Social Exchange Theory (SET) has frequently been employed to conceptualize the reciprocal relationship between supportive organizational practices and employees' positive work behaviors (Cropanzano et al., 2017; Zahari & Kaliannan, 2023).

Within the leadership domain, researchers have proposed numerous perspectives explaining leadership through traits, behaviors, styles, and situational approaches (Nanjundeswaraswamy et al., 2024; Liden & van Knippenberg, 2025). Among these perspectives, Bolman and Deal's Four-Frame Leadership Model offers a comprehensive framework for understanding leadership by proposing that leaders interpret organizational situations through four complementary leadership frames namely Structural, Human Resource, Political, and Symbolic.

The current study focuses on the Human Resource Leadership Frame and the Symbolic Leadership Frame since these two leadership philosophies are directly linked to employee motivation, commitment, support, and engagement. Human Resource Leadership Frame emphasizes on employee development, empowerment, interpersonal connections, listening, trust, and responsiveness to employees' needs whereas the Symbolic Leadership Frame concentrates on corporate values, culture, inspiration, vision, rituals, and meaning-making (Bolman and Deal, 2017).

According to recent systematic studies, leadership research should be expanded by looking at different leadership viewpoints and communication strategies in various industrial and cultural situations (Omair et al., 2025; Zahari & Kaliannan, 2023).

The Human Resource and Symbolic Leadership Frames and their integration with Motivating Language Theory have received little attention despite a wealth of research on leadership and employee engagement, especially in industrial settings and emerging nations. This gap is particularly noticeable in Pakistan's petroleum refining industry, where organizational performance and energy security depend heavily on employee commitment, motivation and talent retention.

Problem Statement

According to the Gallup State of the Global Workplace Report (2025), employee engagement has been declined to 21% globally highlighting the fact that disengagement of employees is threatening corporate productivity, creativity, and employee retention worldwide (Gallup, 2025; Bakker et al., 2023).

In the post-COVID business environment, coupled with the worsening economic condition of Pakistan, the business sector in Pakistan continues to face the significant challenge of employee engagement, which remains among the lowest in South Asia as shown in Table 1.1.

Table 1.1 Summary of Engaged Employees in South Asia

Rank	Country	% Engaged employees
1	India	30
2	Bangladesh	27
3	Nepal	26
4	Sri Lanka	24
5	Pakistan	3

Source: Gallup (2025)

The petroleum refining sector of Pakistan is no exception to this challenge. The sector is strategically important for national energy security and is currently undergoing refinery upgradation projects that require a highly engaged and competent workforce.

Purpose of the Study

The purpose of this study is to examine the influence of Human Resource Leadership Frame and Symbolic Leadership Frame on employees' work engagement along with the mediating role of leaders' motivating language between these frames and employees work engagement. The study fills a significant gap in the literature on leadership and advances our knowledge of Motivating Language Theory and

Leadership Frames Theory in an understudied industrial setting by investigating these connections within Pakistan's petroleum refining industry.

Research Questions

1. To examine the effect of Human Resource Leadership Frame and Symbolic Leadership Frame on employees' work engagement.
2. To investigate the effect of Human Resource Leadership Frame and Symbolic Leadership Frame on leaders' motivating language.
3. To examine the mediating role of leaders' motivating language in the relationship between Human Resource Leadership Frame, Symbolic Leadership Frame, and employees' work engagement.

Theoretical Foundation

Social Exchange Theory (SET), the underpinning theory of this study suggests that human connection inside organizations serves as a reciprocal social exchange beyond financial benefit, serves as the theoretical foundation for this study (Blau, 1964; Diehl & Cropanzano, 2025). According to this theory, individuals develop relationships and engage in transactions with one another in the hope of receiving valuable returns, including intangible incentives such as social support, emotional support, and recognition (Cropanzano et al., 2017; Wu & Lv, 2024; Ahmed et al., 2025).

Literature Review

Employees' Work Engagement

According to Keane et al. (2024), employee work engagement is regarded as a strategic organizational outcome that improves performance, well-being, innovation, and organizational sustainability. Nonetheless, the academics continue to stress the need for more investigation into its organizational antecedents of employees' engagement especially in industrial and emerging nations where empirical data is still limited (Zahari & Kaliannan, 2023; Ahmed et al., 2025).

The importance of employees' work engagement has received close attention from scholars and practitioners due to its role in enhancing job performance and organizational competitiveness (Tyagi et al., 2023). Organizational leaders are therefore giving priority to developing an engaged workforce (Fulmore et al., 2023). Employees devote a major part of their waking hours to the workplace, which can become a source of purpose, fulfillment, and engagement or, alternatively, a source of dissatisfaction, burnout, and stress (Albrecht et al., 2021).

Research has established that companies with engaged workforces perform better and achieve success in competitive markets (Corbeanu & Iliescu, 2023; Khatoon et al., 2024). Enhanced engagement improves retention (Presbitero et al., 2025; Grobelna & Wyszowska-Wrobel, 2023), job satisfaction, and performance (Hassan et al., 2020). Leadership support is therefore one of the important factors influencing an organization's ability to maintain employee engagement (Rasool et al., 2025).

Leadership Frames

Leadership in the organizational setting performs a role in inspiring and motivating employees, which in turn encourages them to remain associated with the organization over the long term by instilling engagement and providing a supportive workplace environment (Mphaluwa et al., 2025; Kariuki et al., 2022).

The Four-Frame Leadership model developed by Bolman and Deal proposes that organizational leaders to address challenges and opportunities by applying four leadership frames viz structural leadership frames, human resource leadership frame, political leadership frame and symbolic leadership frame instead of concentrating on single aspect of leadership frame which is ineffective leadership approach (Bolman & Deal, 2017; Akyürek et al., 2025; Holmes, 2024)

However, the Human Resource and Symbolic Leadership Frames are the most relevant of its four frames to investigate commitment of employees as they place a strong emphasis on shared values, company culture, employee development, and empowerment (Bolman & Deal, 2017; Holmes, 2024). Hence, Human resource leadership frames and symbolic leadership frame are the most suited and relevant leadership constructs while discussing their impact on employees work engagement as they encompass commitment and motivation of employees in the organization.

In Human Resource Leadership Frame, leaders' decisions are guided by care and passion for team members. The leader values followers' feelings and gives importance to listening to followers (Bolman & Deal, 2017; Holmes & Scull, 2019; Holmes, 2024). This leadership frame addresses human needs by valuing and supporting employees' personal goals, which makes it a form of empathetic leadership orientation (Holmes & Scull, 2019; Holmes, 2024). Leaders in this frame demonstrate the image of catalyst and servant because they endeavor to fulfill the priority needs of their employees (Greenleaf, 2002; Bolman & Deal, 2017; Ruan et al., 2023; Holmes, 2024).

The Symbolic Leadership Frame predominantly focuses on fostering employees' motivation and commitment. Symbols represent meanings beyond their functional value and are socially constructed within organizational life (Snihur et al., 2022; Bolman & Deal, 2017). Symbolic leaders inspire followers through charisma and develop enthusiasm and commitment by valuing stories, myths, ceremonies, and other symbolic forms that provide clear direction and reduce ambiguity in the organization (Bolman & Deal, 2017; Ruan et al., 2023; Holmes, 2024). Such leaders inspire followers by exemplifying the culture, norms, and practices of the organization (Bolman & Deal, 2017; Holmes, 2024).

Leader's Motivating Language

Leadership is a language game" (Pondy, 1989), a statement with which many leaders in organizations would agree, since communication involves approximately 70–80% of managers' everyday tasks at the workplace (Lee et al., 2024; Van Quaquebeke & Felps, 2018). Leader communication has long been established as a key determinant of employee motivation and performance (Lee et al., 2024; Tian et al., 2020). Effective communication and appreciation are vital leadership dimensions that influence employee retention in the workplace (Saeed & Jun, 2021).

Sullivan (1988) rooted Speech Act Theory in the view that motivational states of employees are greatly influenced by the speech of their leaders. Mayfield and Mayfield (2017) supported this perspective by emphasizing verbal motivating language as a critical factor for achieving desired attitudinal and behavioral outcomes. Motivating Language Theory proposes that leaders use three effective types of verbal communication with followers: direction-giving motivating language, meaning-making motivating language, and empathetic motivating language (Mayfield et al., 2021). These dimensions help leaders reduce role ambiguity, strengthen organizational culture, enhance empowerment, and generate positive outcomes for employees and organizations (Holmes, 2024; Holmes & Scull, 2019; Schraeder, 2022).

Hypotheses

Human Resource Leadership Frame and Symbolic Leadership Frame may influence employees' attitudinal and behavioral outcomes. Similarly, these leadership frames may influence leader's motivating language, while motivating language may function as a mediating mechanism between leadership and employees' work engagement.

Human Resource and Symbolic Leadership Frames and Employees' Work Engagement

In Human Resource Leadership Frame, leaders provide support to employees by contributing to their development, well-being, and overall benefit (Kaya & Karatepe, 2020).

Consistent with this viewpoint, the Human Resource Leadership Frame and servant leadership share considerable similarities as they both place a strong emphasis on helping employees, attending to their needs, encouraging their growth, and encourage their well-being (Bolman & Deal, 2017; Greenleaf, 2002; Holmes & Scull, 2019).

Employees demonstrate higher levels of work engagement when leaders address their well-being, place their needs at high priority, and exhibit care for them (Cai et al., 2024; Canavesi & Minelli, 2022; Hosseinabadi, 2022; Southgate et al., 2023). A study in Nigeria reported a positive and significant relationship between job engagement and servant leadership (Ajedafemu, 2023). Recent studies have further confirmed a positive relationship between servant leadership and employees' work engagement (Udin et al., 2025).

Symbolic Leadership Frame fosters eagerness and devotion among employees by inculcating idealism, inspiration, and transformation (Zachariah, 2022). Consistent with this view, the Symbolic Leadership Frame shares some significant conceptual similarities with transformational leadership, as both emphasize articulating a compelling vision, inspiring followers, reinforcing shared values, and fostering organizational commitment (Ruan et al., 2023; Banks et al., 2016; Holmes, 2024). Engagement and performance tend to increase when leaders apply transformational and inspirational leadership approaches and develop stronger bonds with followers (Zahari & Kaliannan, 2023; Zhang et al., 2025). Previous research has also supported a positive link between transformational leadership behavior and employees' work engagement (Chua & Ayoko, 2021).

According to empirical studies, positive employee outcomes such as job satisfaction, organizational commitment, work engagement, and reduced turnover intentions, are consistently linked to the Human Resource Leadership Frame, (Ajedafemu, 2023; Haar et al., 2017; Lowe, 2023). Similarly, the Symbolic Leadership Frame has been associated with increased organizational commitment and employee engagement by emphasizing vision, inspiration, shared values, and meaning-making, (Chua & Ayoko, 2021; Ibrahim et al., 2012; Joo, 2014; Shirbagi, 2007). Hence these results imply that the both Human Resource and Symbolic

Leadership Frames are significant for encouraging positive employee attitudes and behaviors even though there is still little empirical data in industrial settings for leadership frames in relation to employee work engagement which highlights for further empirical development and investigation (Holmes, 2024).

Based on the above review, the following hypotheses are established:

H1a: There is a positive relationship between Human Resource Leadership Frame and employees' work engagement.

H1b: There is a positive relationship between Symbolic Leadership Frame and employees' work engagement.

Human Resource and Symbolic Leadership Frames and Leader's Motivating Language

Human Resource Leadership Frame and Symbolic Leadership Frame support leaders in communicating effectively with their teams by strengthening support, inspiration, and shared meaning at the workplace. Leaders who are interested in motivating employees can use verbal communication to provide direction, empathy, and meaning (Ford-Colin, 2022). This view is aligned with Motivating Language Theory, which establishes that dimensions of motivating language, when employed cohesively, meet the situational requirements of the leader in a more effective manner (Holmes, 2024; Holmes & Scull, 2019; Mayfield & Mayfield, 2018). The synthesis of leadership frames and motivating language has significance for scholars and practitioners because it provides a leadership toolkit for efficient communication, increased employee motivation, and better organizational outcomes (Holmes, 2024; Holmes et al., 2021; Holmes & Scull, 2019; Mayfield & Mayfield, 2017).

Although the existing literature offers a solid theoretical foundation for linking Human Resource and Symbolic Leadership Frames with Motivating Language Theory, there is still a dearth of direct empirical data analyzing how these leadership frames affect leaders' motivating language, especially in industrial organizations and developing nations like Pakistan.

The following hypothesis are established in light of the review mentioned above:

H2a: There is a positive relationship between Human Resource Leadership Frame and leader's motivating language.

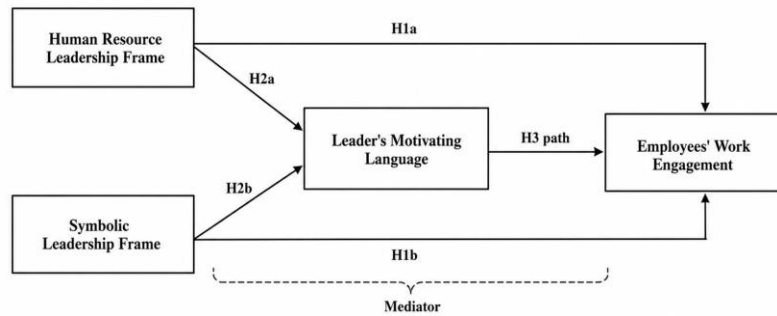
H2b: There is a positive relationship between Symbolic Leadership Frame and leader's motivating language.

Human Resource and Symbolic Leadership Frames, Leader's Motivating Language, and Employees' Work Engagement

In organizations, leaders' verbal communication plays an important role in communicating organizational mission and values and motivating employees. The verbal expression of leaders has a major impact on employees' attitudes and behavior (Woodward & Shaffakat, 2017). This communication approach fosters employee engagement and supports retention (Ford-Colin, 2022; Mayfield et al., 2025). Leaders' motivating language has demonstrated significant positive relationships with critical workplace outcomes, including employees' work engagement (Dutton et al., 2014; Mayfield et al., 2025; Miller, 2013). Mayfield and Mayfield (2017) found that employees exposed to higher levels of motivating language were more likely to intend to stay in their organizations. In a hospitality sector study in Bangladesh, servant leadership and transformational leadership positively influenced employees' work engagement, with motivating language playing a significant mediating role (Rabiul & Yean, 2021). Besides, a recent study conducted among employees in Pakistan's tourism and hospitality sector validated that leaders motivating language serves as a significant mediator between transformational leadership and work engagement (Zada et al., 2025)

Based on the above review, the following hypothesis is established:

H3: Leader's motivating language mediates the relationship between Human Resource Leadership Frame, Symbolic leadership Frame and employees' work engagement.

Figure 2.1: Research Model

Methodology

Population and Sampling

In this cross-sectional study, quantitative data were collected through a self-administered questionnaire from 377 professionals of petroleum refineries in Pakistan, based on the sample size recommendation of Sekaran and Bougie (2016). Convenience sampling, a non-probability sampling technique, was used because professionals in the petroleum refining sector are scattered across different organizations and locations. Therefore, given the operational and organizational access constraints in refinery sector, convenience sampling was considered suitable for obtaining adequate responses from refinery professionals. (Hair et al., 2022).

Research Instruments

The study used a self-administered survey questionnaire to analyze the impact of Human Resource Leadership Frame and Symbolic Leadership Frame on employees' work engagement with the mediating effect of leader's motivating language. Responses were measured using a five-point scale ranging from 1 (Never / strongly disagree / very little) to 5 (Always / strongly agree / a whole lot).

Table 3.1: Summary of Measurement Scale

Variable	Nature of Variable	Original of Scale	Author	No. of Items
Human Resource Leadership Frame	Independent	Bolman and Deal (1991)		8

Symbolic Leadership Frame	Independent	Bolman and Deal (1991)	8
Leader's Motivating Language	Mediating	Mayfield and Mayfield (2007)	9
Employees' Work Engagement	Dependent	Crawford et al. (2010)	18
Total Variable Items			43

Data Analysis and Results

The data were analyzed by using Smart PLS. The analysis included assessment of the measurement model and the PLS-SEM inner model. The measurement model assesses internal consistency and convergent validity of the constructs, while the inner model explains hypothesized relationships among the study variables. Hair et al., 2022; Sarstedt et al, 2023).

Demographic Results

The demographic characteristics of the respondents show that the majority of participants were male, representing 94.2% of the sample, which reflects the operational dynamics of the petroleum refining sector. More than 65% of the participants were within the age group up to 40 years, indicating an early-to-mid-career sample. Approximately 60% of the participants had F.Sc./DAE or B.Sc. Engineering qualifications, showing that technical professionals formed the major portion of respondents. About 47% of participants had more than 10 years of experience, indicating that the respondents were experienced professionals.

Table 4.1: Summary of Demographic Results

Characteristic	Category	n	%
Gender	Male	355	94.2
	Female	22	5.8
Age (years)	21–25	29	7.7
	26–30	60	15.9

	31–35	111	29.4
	36–40	82	21.8
	41–45	55	14.6
	Above 45	40	10.6
Education	F.Sc./DAE	139	36.9
	B.Sc./B. Com	31	8.2
	B.Sc. Engineering	84	22.3
	B.Sc. Chemistry	17	4.5
	Postgraduate	86	22.8
Work Experience	Less than 1 year	20	5.3
	1–5 years	89	23.6
	6–10 years	92	24.4
	11–15 years	90	23.9
	16–20 years	53	14.1
	Above 20 years	33	8.8

Measurement Model

Table 4.2 reports the reliability and validity statistics for the retained study constructs by presenting Cronbach's alpha, composite reliability, and average variance extracted. All Cronbach's alpha values exceed the 0.70 benchmark, indicating acceptable internal consistency (Hair & Alamer, 2022; Sarstedt et al., 2023). Composite reliability values also confirm internal consistency (Hair & Alamer, 2022). The AVE values are acceptable for the constructs and are supported by reasonable composite reliability values, indicating adequate convergent validity (Fornell & Larcker, 1981; Hair & Alamer, 2022). Hence, the measurement model is suitable for further analysis of relationships among constructs.

Table 4.2: Summary of Measurement Model

Variable	Cronbach alpha	Composite Reliability	AVE
Human Resource Leadership Frame	0.880	0.883	0.550
Symbolic Leadership Frame	0.838	0.840	0.509
Leader's Motivating Language	0.860	0.869	0.508
Employees' Work Engagement	0.931	0.933	0.492

Significance and Relevance of Hypothesized Paths

Upon executing the PLS-SEM technique, the inner model yielded the significance and relevance of the direct hypothesized relationships among the research variables. The path coefficient values illustrate the association between the two independent variables and the outcome variables of employees' work engagement and leader's motivating language by using beta values, t-values, and p-values (Hair et al., 2021). The results demonstrate that Human Resource Leadership Frame and Symbolic Leadership Frame have positive and significant effects on employees' work engagement. Human Resource Leadership Frame also has a positive and significant effect on leader's motivating language, while Symbolic Leadership Frame shows the strongest positive effect on leader's motivating language. Leader's motivating language also has a positive and significant effect on employees' work engagement.

Table 4.3: Significance and Relevance of Hypothesized Paths

Direct Paths	Beta	t-value	p-value	Decision
H1a: Human Resource Leadership Frame -> Employees Work Engagement	0.410	7.362	0.000	Supported
H1b: Symbolic Leadership Frame -> Employees Work Engagement	0.312	4.790	0.000	Supported

H2a: Human Resource Leadership Frame -> Leader's Motivating Language	0.302	4.940	0.000	Supported
H2b: Symbolic Leadership Frame -> Leader's Motivating Language	0.543	9.747	0.000	Supported

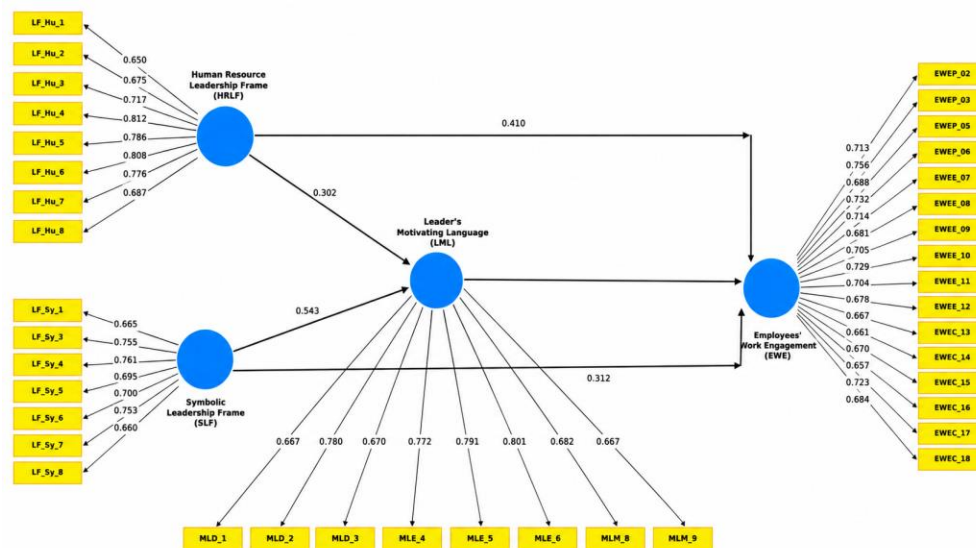


Figure 4.1 presents the final PLS-SEM model which includes Human Resource Leadership Frame and Symbolic Leadership Frame as independent variables, Leader's Motivating Language as the mediating variable, and Employees' Work Engagement as the dependent variable.

Mediation Analysis

It was hypothesized that the relationship between employees' work engagement and the Human Resource Leadership Frame and the Symbolic Leadership Frame is mediated by the leader's inspiring language. The mediation results by utilizing the bootstrapping method suggested by Hair et al. (2021) are shown in Table 4.4. The mediation study assesses how leaders' communication practices convert leadership philosophies into increased workforce engagement.

The findings show that the association between employees' work engagement and the Human Resource Leadership Frame is partially mediated by the leader's motivational language (H3a: beta = 0.044, t =

2.161, $p = 0.015$). The findings also show that the association between employees' job engagement and the Symbolic Leadership Frame is partially mediated by the leader's motivational language (H3b: $\beta = 0.079$, $t = 2.598$, $p = 0.005$). These findings show that employees' engagement at work is increased when leaders inspire their followers with encouraging, meaningful, and guiding verbal expressions.

Table 4.4: Mediation Analysis

Hypothesis	Beta	t-value	P-value	Decision
H3a: Human Resource Leadership Frame -> Leader's Motivating Language -> Employees Work Engagement	0.044	2.161	0.015	Partial mediation
H3b: Symbolic Leadership Frame -> Leader's Motivating Language -> Employees Work Engagement	0.079	2.598	0.005	Partial mediation

Discussion

In light of the empirical findings, several significant conclusions can be drawn. First, H1a and H1b demonstrated that the Symbolic Leadership Frame and the Human Resource Leadership Frame improve employees' job satisfaction. This outcome is in line with earlier research showing that inspiring and servant-oriented leadership practices have a good impact on employees' job satisfaction (Ajedafemu, 2023; Lowe, 2023; Zahari & Kaliannan, 2023; Chua & Ayoko, 2021).

Hypotheses H2a and H2b proposed that Human Resource Leadership Frame and Symbolic Leadership Frame have positive impacts on leader's motivating language. The findings support this proposition and align with the literature affirming the association between leadership behavior and leader oral communication (Ruan et al., 2023; Hosseinabadi, 2022; Lavigne & Sa, 2021). Leaders who emphasize care, support, meaning, and inspiration are more likely to use motivating language in their communication with employees.

Further, H3a and H3b theorized the mediation of leader's motivating language between the retained leadership frames and employees' work engagement. Both mediation hypotheses are supported.

This confirms that motivating language functions as an important communication pathway through which leadership orientation is translated into employee engagement (Rabiul & Yean, 2021; Ford-Colin, 2022; Hosseinabadi, 2022; Macaraig et al., 2023).

The results validate the social exchange theory which support that Employees reciprocate meaningful and supportive leadership actions leads to higher levels of work engagement. The findings show that the Symbolic Leadership Frame enhances employees' sense of purpose through inspiration, shared values, and organizational meaning, whereas the Human Resource Leadership Frame promotes engagement by emphasizing employee development, support, and well-being (Bolman & Deal, 2017; Holmes, 2024; Holmes & Scull, 2019). Besides, the mediating effect of leaders' motivating language makes effective oral communication a key channel through which leadership behaviors translate into employee job engagement. This finding is consistent with Motivating Language Theory (Mayfield & Mayfield, 2017) and subsequent studies by Holmes (2024) and Omair et al. (2025). Furthermore, it validates the empirical results of Rabiul and Yean (2021) and Zada et al. (2025), who found that leaders' motivating language significantly mediates the relationship between leadership behaviors and employee job engagement.

Implications of Research

The results of this study make a significant contribution to the existing body of literature by affirming the impact of Human Resource Leadership Frame and Symbolic Leadership Frame on employees' work engagement. The findings suggest that leadership behavior and orientation have a positive impact on leader's motivating language. When leadership is human-centered and focused on care, and when it emphasizes culture, meaning, and purpose, such leadership orientations strengthen leader communication and enhance employees' work engagement.

The results may also assist executives and policy makers in corporate sectors because much of the prior research on leadership frames has been conducted in academic institutions. Corporate leaders may take valuable insights from these findings if they are interested in enhancing employees' work engagement by applying supportive and meaning-centered leadership behavior and motivating language in workplace settings.

The research is also relevant in the Pakistani context and the petroleum refining sector, where employee engagement and retention are major concerns. Organizations should make investments in leadership development and the improvement of communication skills, emphasizing the use of meaning-making, sympathetic, and direction-giving language.

Leaders can use this kind of development to convert their intentions into messages that employees can relate to both emotionally and intellectually.

Limitations and Recommendations

An in-depth qualitative analysis of the issue under discussion is not provided by the survey instrument used to collect data for the study. To gain a better understanding of participants' experiences, future research may use a mixed-method approach that combines quantitative surveys and qualitative interviews.

Because the data were gathered at a single point in time, the cross-sectional study's findings might not support strong causal conclusions. In order to monitor participants over an extended length of time and investigate causal linkages between leadership frameworks, leaders' motivating language, and Human Resource and Symbolic Leadership Frames employees' work engagement, future research may use a longitudinal methodology.

The study used self-reported survey data, which could be impacted by social desirability effects and common method bias. To improve objectivity and lessen prejudice, future research may include multi-source data, such as leader-rated or peer-rated evaluations. Additionally, future research may expand the model to other industries with varied organizational structures, as the study was limited to the petroleum refining sector.

Conclusion

This study offers empirical evidence that the Human Resource Leadership Frame and Symbolic Leadership Frame considerably improve employees' work engagement both directly and indirectly. Through the mediating role of a leader's motivating language, the results demonstrate that enhancing employee engagement in Pakistan's petroleum refining industry requires leadership based on support, caring, meaning, and inspiration. The results of this study provide more evidence in favor of Social Exchange Theory by showing that employees respond to relevant and encouraging leadership behaviors with increased levels of engagement at work.

The study also emphasizes how crucial verbal communication is as a key leadership strategy for motivating staff members. Leaders may foster employee experiences that promote engagement, retention, and high performance in organizations by using language that is clear, compassionate, and meaningful.

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