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Role of Linguistic Framing in Organizational Communication: A Discourse Analysis of Leadership Styles in Management Sciences in Pakistan

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Abstract

This research explores how language choices in communication within Pakistani educational institutions influence their staff think, perform and make decisions in management departments. Critical Discourse Analysis was employed to analyze how leadership styles create workplace relationships through language use and power structures in management communication. The research gathered qualitative data from interviews and conversations about management communication within the premises of educational institutions. The findings suggest that leaders through their communication choices, involves and engage employees with the help of deliberate metaphors and structuring stories. The study also found that positive framing fosters motivation and cooperation, whereas negative framing lead to resistance and stress. The research proposes employee leadership training that teaches effective communication and interactive engagement to boost workplace motivation. The findings show that adding discourse analysis to leadership development builds better organizational communications and support open team collaboration.

Keywords: linguistic framing, organizational communication, leadership discourse, Critical Discourse Analysis, managerial communication, metaphor usage, power dynamics, employee perception.

Introduction

It is important to note that organizational communication is fundamental in defining workplace dynamics, employee engagement and decision making processes. In this domain, linguistic framing serves as an important mechanism of how leaders make meaning, determine authority, and shape organizational culture (Afzal et al., 2021). The notion of linguistic framing is used to describe the instrumental and strategic use of language to construct mental realities, i.e. perceptions of reality and ways of interpreting reality from the texts and utterances in managerial discourse. Communication within educational institutions in Pakistan also carries the effectiveness of leadership styles through certain discourse strategies, metaphorical expressions and power structures. The aim of this study is to go through the role of linguistic framing on organizational communication in the management sciences and specifically on perceived employee motivation and decision making.

In the global context, widespread research has been carried out on the impact of linguistic framing in managerial communication (Mushtaq et al., 2021). Yet, there is limited research that has been done in Pakistani educational sector where leadership communication is largely influenced by hierarchical structures and socio-cultural norms (Attiq et al., 2024). This theoretical essay sheds light on how leaders in educational institutions use discourse strategies in the context of managing conflicts, aligning the employees with the goals of educational institutions, and enhancing a community at work. As such, Critical Discourse Analysis (CDA) offers a useful perspective through which to explore manifestations of power relations and ideology, persuasion and rhetoric in organizational discourse (Van Dijk, 2008).

Metaphor is among linguistic framing's important aspects in organizational communication. Metaphors mold the cognitive frameworks of the individuals and determine how they view their roles, problem, people; and workplace relationships (Zubair & Ahsan, 2020). Leaders in management sciences often use war metaphors (e.g., "battle against challenges"), journey metaphors (e.g., "go ahead"), and familial metaphors (e.g., "becoming a part of team") to establish a common working concept of organizational goals (Afzal & Hassan, 2021). These metaphors are culturally and context relevant in Pakistani educational organizations, however, studies regarding their impact and effect on motivation and decision making remain unexplored.

Leadership effectiveness is, also, centered on power dynamics in organizational communication. Usually, leaders use persuasive language in order to make employees agree with their opinion and to achieve desired results (Chigbu et al., 2025). Employee satisfaction, institutional efficiency, and directive versus collaborative communication styles depend on how much the balance of the two is. In Pakistani workplaces, particularly in education sector, only authoritative and participatory leadership styles can be noticed in mingled form, where the picture of leadership inclines towards some kind of authoritative leadership style as evident in education (Mars, 2025).

The multifaceted interaction of language, power and leadership with educational institutions makes the research a significant contribution to the nuanced understanding of the managerial communication in Pakistan. This study employs CDA to analyze linguistic framing and, thereby, offers insight regarding how leaders use organizational narratives to shape organizational narratives influence employee engagement, and negotiate power relations. The dynamics identified in this thesis have practical implications for leadership development and communication strategies for management scientists. At the end of the day, this research seals the gaps in the existing literature by conducting an empirical study on linguistic framing in the organizational communication context as applied to the Pakistan context.

Problem Statement

The success of leadership depends on effective organizational communication, yet this concept remains understudied in the framework of Pakistani educational institutions. Leadership communication directly influences how employees perceive situations and their work motivation levels and their choice-making behavior (Saefullah et al., 2025). Traditional hierarchical structures combined with socio-cultural norms in Pakistan cause leaders to adopt authoritative communication approaches which prevent collaborative communication. The use of metaphors and power-laden discourse together with persuasive strategies by leaders remains unclear regarding their effects on management sciences employees. Researchers are scarce to investigate linguistic framing inside Pakistani educational institutions which creates an unexplained process through which leadership discourse affects workplace communication. Insights regarding effective communication discourse strategies become essential because their absence has an impact on distributing organizational goals with employee needs which directly affects operational efficiency (Hussain et al., 2023). This research investigates linguistic framing within Pakistan's management sciences institutions through Critical Discourse Analysis (CDA) with the purpose of effective enhancing leadership communication.

Research Objectives

The research aims to fulfill these major research goals:

- This study explores how leadership styles linguistic framing shape workplace interactions and power dynamics in Pakistani educational institutions.
- This study examines how linguistic framing in organizational communication within Pakistani educational institutions shapes employee perception, motivation, and decision-making, with a focus on the interplay between language and leadership styles in management sciences.

Significance of the Study

This research is important because this paper focuses on the study of linguistic framing in overall in educational organizations of Pakistan with contextual reference to management sciences. Leadership communication is an important factor when it comes to employees' motivation and decision making process. However, little research has been done in terms of how the Pakistani leaders apply various forms of linguistic framing such as discourse strategies, metaphor and power relations in the context of organizational communication. to the findings reveal the dynamics of how leadership patterns shape organizational culture and perceptions among the employees (Nazeer et al., 2023).

Literature Review

The study of linguistic framing in organizational communication occurs extensively across multiple contexts which especially matter for leadership effectiveness and persuasive communication and power distribution. The concept of framing as described by Adeoye et al. (2025) serves as a method which individuals together with institutions utilize to build their discourse which affects audience understanding. The conceptual framework shows widespread utilization in management sciences because leaders deploy language tactics which steer employee conduct and mold organizational cultures (Taamneh et al., 2025). Education establishments require effective communication to sustain their institutional targets and create teamwork and fulfill their organizational vision (Jio et al., 2025).

Leaders use rhetorical devices together with storytelling and repetition methods to strengthen the messages they communicate according to Tauscher and Rothe (2024). Leaders express their messages through frames that support institutional targets by using persuasive communication methods which both build trust and stimulate worker enthusiasm (Ahmad, 2025). Leaders of Pakistani educational institutions established through authoritative communication methods maintain institutional control while handling institutional challenges because hierarchical power relations are prevalent (Ahmad et al., 2025). Research indicates participatory and inclusive communication approaches create the perfect conditions for employees to become more engaged and productive in their work (Ledford et al., 2024).

Managerial discourse greatly depends on metaphoric expressions to accomplish its linguistic framing goals. Through conceptual metaphors leaders guide employees to understand both goals and challenges within the organization (Ma et al., 2024). Managerial use of journey metaphors during communication produces better team achievements and progress perception based on research conducted by Reynolds et al. (2025). Pakistani workplaces establish loyalty through family-based metaphors that include referring organizations as "family" thus building employee commitment (Saeed et al., 2024; Hassan et

al., 2022). These metaphoric expressions help educational studies reveal leadership effects on work activities and staff decision processes.

An extensive analysis of linguistic framing with power dynamics appears in Critical Discourse Analysis according to Fairclough (1992). Leaders make use of discourse as an instrument to establish their authority and to create employee understanding and upholding organizational power structures (Vincze & Balaban, 2024). Power relations within educational institutions across Pakistan are thoroughly embedded within the cultural and organizational structures according to Ullah et al (2024). Leader discourse consists of directive statements for authority control and the inclusion of inclusive language to create employee consensus (Head & Ridley-Merriweather, 2024; Mızrak, 2024). A fundamental challenge exists for organizations when they try to achieve both authoritative control and inclusive communication methods.

Research has found that leadership development initiatives should concentrate on communicative competence improvement according to Malyuga (2024), Al Hawamdeh & Qudah (2024). Leadership intent becomes more clear to employees through effective linguistic framing techniques and this alignment produces organizational goals fulfillment. The research on transformational leadership shows that passionate visionary vision-sharing combined with skilled communication boosts employee dedication and creativity (Bernard et al., 2024; Kozak et al., 2024). The Pakistani educational sector improves leadership performance through the introduction of training programs which focus on discourse strategies (Syed et al., 2023; Nazeer et al., 2024; Parveen et al., 2023).

The research adds to existing literature about linguistic framing in organizational communication through integration of different analytical frameworks. Improved workplace relationships at educational institutions can result from understanding how leaders use discourse strategies along with metaphors and power dynamics in their communication practices. Practical use from these results guides leadership training as well as policy-making and management science institutions in their communication strategies.

Methodology

This study employed qualitative approach to analyze the role of leadership styles linguistic framing in organizational communication systems of educational institutions. In this regard, purposive sampling methods were employed through which the researchers selected 5 higher education institutions in Pakistan such as Green Valley University, Horizon Excellence University, Cedar Hills University, Global Institute of Innovation & Design, and Open Learning Metropolitan Campus. Moreover, purposive sampling methods was used to select 5 teachers from each institution since most of the teachers did not have time for their interviews. Semi structured interviews were conducted. Moreover, the researcher interviewed two administrative leaders. The study included 5 current speeches of the two administrative leaders for discourse analysis

The study employed linguistic framing analysis to examine managerial leadership discourse, utilizing thematic analysis and qualitative coding for theme categorization. NVivo software facilitated systematic data organization and pattern identification. To critically assess metaphor usage and power dynamics in managerial communication, the research adopted Fairclough's (1989, 1995) three-dimensional Critical Discourse Analysis (CDA) model. CDA provided the analytical lens to analyze the gathered data. This enabled close tracking down of the discourse strategies as well as the metaphors within leadership communication while simultaneously being an avenue to assess power relations (Nazeer et al., 2024). This framework enabled a multilayered exploration of textual, discursive, and sociocultural dimensions within the data. The study incorporated various types of data to give an elaborate view of what constitutes leadership styles linguistic framing and its perceived impact on employee perceptions, motivation and their subsequent decision-making behavior at the workplaces (Parveen et al., 2023).

The researchers also had a focused group discussion (FGD) with the research participants from the selected universities. Employing observation as a data collection tool, the researchers observed real-time interactions in meetings to explore leadership styles linguistic framing techniques and interaction patterns at their respective workplaces with the help of conducting content analysis in Pakistani educational institutions.

This study adopts **Fairclough's (1989, 1995) three-dimensional Critical Discourse Analysis (CDA) framework** to uncover hidden power relations and ideological constructions embedded in leadership discourse within Pakistani educational institutions. Given the research objective of examining how linguistic framing reinforces authority and organizational culture, CDA serves as an appropriate analytical tool due to its ability to **examine latent power dynamics** as how leadership language influences employee perceptions and commitment, expose how leadership discourse shapes decision-making and connect linguistic patterns to broader institutional power relations.

The initial phase of analysis involved thematic coding to identify key discourse elements in leadership communication. All recorded interviews and meetings were transcribed verbatim to ensure textual accuracy (Braun & Clarke, 2006). Through inductive indexing, recurring themes were extracted, including persuasion, authority, motivation, and power dynamics in managerial discourse. The data was further categorized into broader linguistic patterns, such as positive/negative framing, directive versus collaborative leadership styles, and metaphorical constructs (e.g., war, journey, family). Additionally, grammatical features like imperatives, passive voice, and hedging were analyzed to assess power relations (Fairclough, 1992).

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(Fairclough, 1992). Conversely, interactive leadership strategies incorporated inclusive language, hedging, and participatory framing to promote collaboration in decision-making processes (van Dijk, 1993). This approach provided valuable insights into how linguistic patterns shaped workplace relations and leadership effectiveness in Pakistani educational institutions.

Results and Discussion

From a critical theoretical perspective, the data analysis revealed the following key findings aligned with the study's objectives:

1. Linguistic Framing in Organizational Communication

Organizational communication relies heavily on strategic linguistic framing to influence workplace dynamics and employee engagement. In educational institutions, leaders employ specific discursive techniques - including metaphors, rhetorical structures, and lexical choices - to establish authority, shape institutional culture, and direct collective action toward organizational objectives. This study investigates how such linguistic framing within Pakistani educational institutions (1) mediates power relations through leadership communication styles, and (2) affects employee perceptions, motivation, and decision-making processes. Focusing on management sciences, the research analyzes how deliberate language choices construct organizational realities while reinforcing or challenging existing power structures.

Key Framing Techniques in Managerial Discourse

The findings reveal that leaders mainly modify how employees think and act through how they use language. Three primary techniques include:

- Using metaphors helps organizations explain difficult ideas through simple mental images. When leaders build a business family model they enhance unity between team members and by depicting competition as a battle they generate intense focus in employees.
- Managers tell stories to share both the organizational values and what employees need to do. Successful staff stories encourage employees to perform better while telling failed stories secretly shows what not to do at work.
- You Control the Perception of Others by How You Choose Words Inside Your Message. Employees see their job circumstances differently when managers say "opportunity" instead of "challenge" and "investment" instead of "cost."

Constructing Meaning and Influencing Employee Perception

Workers' interactions are affected because communication through words in organizations occur in different ways by managers. The language of management has a direct word on how workers feel about the job and even the performance they give. Positive management ensures that facility has a positive working environment while negative management causes withdrawal of the energy possessed by employees (Parveen et al., 2023).

- Workers appreciate it when the managers use the term 'we' when communicating about a task rather than the term 'I'. The statements that can be seen on the website such as 'We are growing together' mean that the company is advancing to a different extent in unison.
- Giving instructions in an authoritative manner by making must-do orders makes employees stressed hence rejecting change. The outcome of negative communication is that team members whose working agenda involves negative communication perceive the workplace environment to be rigid and non-supportive, hence has low commitment to affairs of the team.

Examples of Positive and Negative Framing in Leadership Communication

Positive Framing Example:

One of the leaders expresses this statement during their departmental meeting:

"As we move forward with this transition, we have an exciting opportunity to innovate and collaborate. Your contributions will shape the future of our department, and we value your input."

The message promotes inclusivity together with opportunity-based development and team responsibility which creates staff ownership within the organization.

Negative Framing Example:

The following is the message that an alternative manager of such a transition would convey to the organization:

"This change is happening, whether we like it or not. We expect you to adapt quickly, or there will be consequences."

By this statement the manager employs pressure in his/her practice together with fear which is detrimental to the morale and the level of commitment amongst employees.

How managers talk during conversations helps employees understand their work life and build a company culture. The use of positive words helps teams interact and exchange ideas effectively but negative words create workplace resistance and employee pressure. Organizational managers deploy specific language tactics to create motivational environments that bring staff together to reach company success goals.

2. Discourse Strategies in Managerial Communication

A rhetoric of discourse through managerial communication is essential more especially in the areas of persuading, directing as well as engaging the employees. Rhetorical strategies, balanced authoritative and participative communication modes, as well as storying techniques are used by leaders in the formation of organisational culture.

Persuasive Strategies in Managerial Communication

The managers put into practice persuasive discourse to ensure that the employees are committed to the organizational goals. Three primary rhetorical techniques include:

- Repetition of words – Repetition is the repetition of the same word, phrase or concept in an endeavor to make the intended information being passed clear to the listener. For example, if a manager reiterates over and over again the importance of ‘innovation, teamwork, and growth’ in their correspondences, then such values are more likely to be encouraged in an organisation.
- Emotional Appeals – Using emotionally resonant language fosters engagement and motivation. A manager offering hope during the periods of transition such as (For instance, We know that this process is painful, and we will be strongly behind you) is also useful.
- logical: Presenting organized and sound reasoning with facts and reasons convinces the managers to accept the bargain from their employees. For instance, a leader promoting policies for change might use trend and performance indicators in order to support such decisions.

Directive vs. Collaborative Communication

It is important to note that there are two main degrees of managerial discourse: autocratic and democratic.

- Persuasive Communication – Requests and suggestions create understanding and make achievement of compliance obligatory. For instance, ‘This has to be done without fail’ and other similar words create a culture of non-negotiability and authoritarianism.
- Collaborative Communication – Encouraging dialogue and feedback fosters engagement. Phrases such as “Let us try to find the solutions collectively” or “Your input will help to design this process” are appropriate in any case.

A good manager on the other hand, employs both the communication patterns though while in a crisis, he/she can strictly direct others on what they must do while in another context, he/she generally encourages group discussions.

Narrative Techniques in Managerial Discourse

Self-organizing narratives are valuable for maintaining and developing organizational culture and manners. Managers use narratives to:

- Recognition – When the organization shares success stories of the employees within the company, then this is a way of emphasizing on the cultural norms. In particular, depicting a team’s determination to achieve a stated goal due to the underlying formidable difficulty gives a commitment.
- Change Management – Another advantage of storytelling is that it aids in change management process since employees are more understanding of the changes that are happening around them. If a manager speaks positively about the previous change successes, for example, “When implementing a new system last year, everybody encountered some issues but we coped with that and were successful,” employees does not resist change initiatives.
- It’s Purposeful – Structuring work in a way, which presents it as part of a grand process has a positive effect on motivation. An employee in a healthcare facility may use the following statement, “as you know every person on this facility helps save lives,” which has the effect of reminding the staff their importance.

This information shows that the approaches to the discourse in the managerial communication play out an important role when it comes to the organization’s performance. Evaluative appeals, management of the basic approaches of being telling and selling, and carefully constructed narratives assist leaders in achieving organizational objectives as embraced by the employees. Therefore, when used appropriately, these strategies increase workers’ participation improves culture within the workplace and improves organization outcomes.

3. Metaphor Usage in Leadership Discourse

Metaphors have powerful influence in leadership conversations by changing how people think about their organization and employees at work. Leaders connect difficult concepts to basic human ideas through metaphor to build emotional power and align everyone towards achieving goals. The main metaphor styles that leaders use in handling work matters include war imagery, journey comparisons, and family representations. This research studies metaphor shapes and their effects on staff motivation and decision making in Pakistani educational setting.

Types of Metaphors Identified

i. War Metaphors

Mars and McClenahan view workplace issues as warfare and, therefore, organize them by focusing on conflict, tenacity, and tactfulness. Leaders may use phrases like:

“We are battling challenges head-on.”

“We need to strategize to defeat the competition.”

“This is a fight we cannot afford to lose.”

Purposive leaders put on a war-like posture, due to this, they are able to mobilize employees. What is more, such metaphors create stress, aggression, and the antagonistic perception of other departments, which may lead to burnout or interpersonal conflict.

ii. Journey Metaphors

Organizational growth is viewed as a collective expedition (journey metaphors) — a process of moving forward, holding direction and persisting. Common phrases include:

“We are moving forward together.”

“This is just one step in our long journey to success.”

“Let’s navigate these challenges as a team.”

However, this framing then makes employees prone to interpreting barriers to be an integral part to their bigger pass, that is, their developmental process. The benefit of using it is that it fosters patience, collaboration, and vision for the long hall, making it ideal to motivate teams at transitional periods.

iii. Familial Metaphors

Familial metaphors have the organization as a slightly close knit unit, as a place of unity, care and shared responsibility. Leaders often use expressions like:

“We are a family here.”

“Let’s support each other like siblings.”

“Our institution is like a home where everyone has a role.”

Metaphors such as these create a bond between employees and the organization emotionally, binding employees to the firm more, to support one another. They also blur the boundaries between professional and nonprofessional, making it difficult to treat an underperforming employee or enforce discipline in a case objective.

Impact of Metaphors on Employee Motivation and Decision-Making

Organizational metaphors define how employees perceive the workplace environment and how they are likely to approach and reason within the facilities and operations.

- War metaphor motivates competition but having it for too often sets a wrong corporate culture.
- Journey metaphors enable the staff to have a different perception of challenges as a way of having hurdles hence enhancing staff resilience.
- The use of family related metaphors improves on workplace unity but it also implies and encourages too much organisational loyalty accompanied by personal sacrifice.

In this case, metaphors can help achieve the following: Encourage commitment towards the goals of an organization Improve its culture by people purchasing into it.

Cultural Relevance of Metaphors in Pakistani Educational Institutions

The educational institutions within Pakistan use metaphors as a reflection of fundamental cultural practices and social norms.

- The collectivist cultural values make familial metaphors highly effective because hierarchy and interpersonal relationships are very important to the Pakistani society.
- Traditional Pakistani academia has always had been pro metaphorical language because it mirrors a society where lifelong education sits on the same pedestal on moral obligations towards progress.
- In an academic environment, war metaphors are not allowed, unless their use refers to the competitive rankings or policy debates.

Because of the realization of cultural metaphor effect, the Pakistani educational leaders can improve the communication performance leading to motivation of employees without stressing them and resulting in disengagement.

Thus, the metaphors are strong leadership domain ingredients which contribute to the creation of organizational explanations and shape the workforce drive. This is because first, competitive environments are framed in terms of warfare; second, journeys help to build collage readiness; third, family discourses foster organizational commitment. By application of metaphors in Pakistani educational institutions, an understanding is enhanced thereby allowing the institutions to ensure cultural appropriateness and goal achievements in their areas of focus.

4. Power Dynamics in Managerial Communication

The communication methods used by leaders pave to the interaction in the workplace according to organisational authority structures. This is where language managers utilize vital methods to control of settings to establish organizations and influence relationships as well as preserving business format. The research revolves around the study of the verbal indicators of the authority and the equilibrium in the governance and the involvement-based leadership approaches as well as the effect of gender in the power organizations of the workplace.

Linguistic Markers of Authority

Staff in administration maintain their power by following set ways to talk that keep their authority position when communicating at work. These markers include:

- The word “must” allows people in authority to show exactly what subordinates need to accomplish.
- The authority language depends on fixed modal verbs like “must,” “will,” and “cannot” yet includes terms like “perhaps” and “might” to show flexible or unclear standards.

- Leaders motivate employees by stating expected benefits of projects or warn about negative outcomes when guiding worker perception.
- Leadership unity increases through the use of “we” while remaining in the powerful position at work.

Using the correct professional words demonstrates leadership control but casual talking promotes real talks between employees and leaders.

Negotiation of Power: Hierarchical vs. Participatory Leadership Styles

To build communication success in their organization leaders need to remain at the top of their authority chain while working with employees across their working levels.

- Organizations with traditional leadership think their subordinates must follow orders without being allowed to use their full ideas. Organizations use conventional leadership methods to run operations well yet contain employee ideas for creativity.
- Participatory leadership allows the development of dialogue between the members of a team and the leaders as well the organization makes decisions. For this reason, the application of open-ended questions and active listening helps the supervisory staff ensure they are empowering the workforce members.

There are many cases where different organizations employ both the mechanistic and the organic model of integration depending on the specific conditions of a particular workplace. Setting some critical odd issues, official decision-making should also include the inputs made in a team meeting for planning.

Gender and Power in Organizational Communication

Gender-based factors within organizational systems affect management communication of power to a great degree. The available research corroborates the fact that the women and men who take leadership roles employ different modes of communication during interactions.

- The behavior and approach used for male communication is straightforward, aggressive, competitive. In higher levels of male leadership messages, authoritative statements and imperative forms are used in communication.
- Leaders who are using feminine oriented communication styles apply both collaborative techniques with empathetic comprehension in order to cajole using gentle tactics. Female leaders that lead at the top level utilize a mix of hedges and tag questions like, ‘Wouldn’t you agree?’ and include language to enable them have an interactive relationship with the colleagues they lead.
- Female leads experience some challenges in their leadership quite different and unique from what their male counterparts experience as they tend to interpret their leader’s firm approaches as aggression and not assertiveness. If too often women in a leadership position communicate with others, when women exercise their role too much in communication, others perceive the women as unconfident to hold their position as a leader.

Leaders who choose various languages which shape both their leadership style and their social relations to others are the people who create a managerial communication power by means of gender. Faster results are achieved while using teams under hierarchical leadership systems, and participation of staff as well as new ideas arise from the organization led by participation. Leaders integrate their understanding of power relationships and led their way into their power territories, and cultivate discrimination free workplaces. Managers can use purposeful communication practices to keep their authority position and support to employees at the same time, and to build the desired level of the workplace cooperation.

5. Employee Perceptions of Leadership Communication

Management communication or management communication with the workers has an impact on the levels of motivation of the workers and the decision-making processes displayed by workers in their work tasks. Subordinates understand leadership patterns with regard to speakers’ verbal communications and their different tones in organizations. Paper that adopts survey questionnaires and interviews with personnel to understand ways, manners, and tones of communicating to examine the impact of verbal interactions on staff behavior.

Effectiveness of Leadership Discourse

The evaluation of leadership communication performance at the workplace varies across different members of the workforce according to our study. Workers throughout the organization consider direct sincere communication to function better compared to both ambiguous instructions and demanding style. Key findings include:

- Staff members choose direct explanations since they need full work understanding alongside trusting leaders. Workers view their leaders as genuine and approachable when leaders present organizational requirements as well as strategic objectives to the workforce.
- Staff members prefer leaders who speak warmly to everyone and give proper recognition to team members. Our collaborative efforts build responsibility when employees work together instead of doing tasks by themselves.
- Different employees accept either clear leadership orders or involve them in decision-making processes. Leadership methods that combine decisive leadership with open measures gain better acceptance from the team.

Linguistic Framing and Its Influence on Motivation and Decision-Making

Employees rely on the language that leaders use to understand their leadership messages. Several visible changes occur in employee reactions to leadership.

- Motivated employees show better commitment when leaders speak positively about new opportunities.
- When leaders include statements about facing failure they create employee stress and reluctance to work which harms the entire team.
- Employees tend to relate better to leadership talks when they use familiar metaphorical expressions. Leadership talks about moving ahead as a team help people sense their shared progress.

Organizational Culture and Employee Responses to Leadership Communication

Employees respond to leadership messages based primarily on what they experience within the company culture. Employees from hierarchical organizations prefer directive communication styles whereas participants in open environments need interactive communication methods. Findings suggest:

- Staff in tightly structured organizations accept formal communication traditions but teams with acceptable practices and participation desire basic engagement.
- Workers accept communication methods that match their culture and organization values better than any other methods. Pakistani educational institutions use family-oriented words (“we are a family”) to build stronger relationships with students.
- Employees need chances to share their suggestions and to deliver feedback. When organizations support open communication between employees the team develops stronger trust and engagement with each other.

Employees base their judgments about leadership through how managers communicate using specific words and explain things directly meeting cultural standards. Successful leadership communication combines power with participation to increase employee motivation and build workplace trust and decision-making skills. When leaders monitor their employees’ reactions to their communication they can improve management techniques which generates better work participation and enhances institution success.

Findings and Discussion

The findings of this study coincide with existing research on organizational communication and CDA. It is previously proven that linguistic framing plays an important role in shaping workplace dynamics, and more specifically, in managerial discourse. Fairclough (1992) and van Dijk (2008) indicates how power is in language itself and how the discourse shapes employee perceptions, motivation and the organizational identity. The findings are consistent with these studies in that they reveal that, like these studies, leaders also use rhetorical strategies including metaphor, narrative framing and lexical choices as methods to develop authority and engagement.

Additionally, leadership communication research (Conger, 1991; Bass, 1990) confirms the influence of persuasive and inclusive speech on employee performance and cohesion within the workplace. They are confirmed in this study showing that positive linguistic framing has a motivating impact on employees while authoritarian language is associated with disengagement. In that regard, this study is different as it focuses on Pakistani educational institutions where cultural and hierarchical structures define leadership discourse.

It demonstrates the need of Leadership Development Programs in the Pakistani educational institutions that are more inclusive and nuanced. On the contrary, the leadership approach in the Pakistani institutions is very much hierarchical as opposed to the participatory leadership styles usually found in the Western organizations. Given that excessive use of directive language negatively affects communication training because it removes opportunities for collaboration and innovation.

Hence, training programs are suggested to incorporate a critical discourse awareness in order to increase leaders’ awareness of how their language affects employee engagement levels. Effective communication strategies, positive framing, inclusive language, constructive feedback can be used in workshops aimed towards developing communication strategies that improve managerial effectiveness. Furthermore, leadership balance in leadership discourse refers to leaders who account the global best leadership communication practices and at the same time incorporating the local cultural normatives in the communication in such a way that their leadership communication is adaptive to the needs of the employee.

It would create an active workplace culture in the Pakistani educational organizations to which these proposed recommendations were proposed.

- Participatory Communication should be enabled by leaders making the decision to allow employees to participate in the process of decision making. In communications, the use of “we” instead of “I” helps in creating collective purpose amongst the team members.
- Thus, in organizations’ leadership programs, leaders should be trained to deliver messages with motivating and optimistic verbalization. Phrases containing “must” in decision phrases leads to low morale, low commitment, and so leaders should replace them with phrases that put someone in a position to be empowered, like “we can explore.”
- It is to be expected that leaders of Pakistani institutions do try to mix their authoritarian duties with an honest comprehension of the environment for better networking with their own personnel. Communication methods that respect yet collaborate together lead leaders with greater ability to accomplish their goals.

- Managers implement a feedback system to collect employee feedback on the modes of communication used by them which helps them to further improve their communication skills. Fundamental discourse sessions alongside espionage reviews uncover the laborers' suppositions and pick their favored zones of improvement.
- By using storytelling techniques, it is then absorbed as a core communication method that displays institutional objectives and achievements and core values to its employees. Leaders are prompted to inspire their employees, motivate them to take actions, and explain to them the reasons behind the organizational objectives using real-life examples and success stories.

It shows how the language structure of the managers influences the employee perception in Pakistani educational organization. The existing research studies have shown that some strategic communication training may result in significant increase in leaders' performance. They are the recommended methods to help create a workforce that is motivated and productive which gets to an active organizational culture.

Conclusion

The research about using framing language at Pakistani schools shows how it changes what employees think and acts as their basis for professional behavior. The speech choices of a leader either strengthen workforce connection or bring about performance drops and diminish moral. Leaders create useful employee connections by aligning workplace targets with worker dreams to build strong teams.

Critical Discourse Analysis reveals the link between managerial discourse and power systems through its dialogical strategies when studying management conversations that show institutional guidelines and persuasion techniques. Leaders at organizations use both rhetorical and figurative tools to help members adapt their power behaviors from authoritarian to participatory styles within the workplace. Specialized communication training makes supervisory personnel better messengers because it shows them how to effectively link workers to successful leadership systems in their organization.

Our research examines the difference between leadership strategies in Pakistani schools and their impacts on both workplace conditions and worker-participation rates at the same time. Workplace satisfaction together with institutional effectiveness result from the relationship between directive and collaborative communication approaches. The development of suitable leadership initiatives in Pakistani educational settings must bring together cultural understanding and open management practices to produce effective work environments.

Recommendations

Education institutions in Pakistan need to create new leadership programs that train leaders in proper communication methods and this power skill use. Leaders should use positive speech to make staff work better and softer to adapt business changes. Organizations should use both employee participation and clear links between management roles to build open and friendly work areas. After listening to what staff tell us and discussing our plan with the team members we lead we can design communication tools that work as well for both us and our team.

Implications

The results of research investigations produce vital findings which then contribute significantly to transform leadership educational programs as well as communication development methods of the Pakistani academic institutions. As for academics running leadership development programs, they must offer education components in their leadership development programs, which should support the ability of the staff members to identify staff convenient communication methods as per their organization and its culture using the research findings of the workplace linguistic dynamic. By applying CDA tools, leaders acquire the capacity to look at their communication practices and make required corrections. The development of highly motivated academic employees and institution performance besides affiliation of high workplace morale is facilitated with the implementation of open and participatory leadership culture.

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