



# Effect of Empathetic Language, Direction Giving Language, and Language Proficiency on Employee Loyalty: Examining Mediating Role of Employee Trust

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Received: 03 December 2023 | Received: in revised form 23 March 2024 | Accepted 04 April 2024

## APA Citation:

Bhatti, M. A., Alzahrani, S. A. (2024). Effect of Empathetic Language, Direction Giving Language, and Language Proficiency on Employee Loyalty: What is Mediating Effect of Employee Trust? *Eurasian Journal of Applied Linguistics*, 10(1), 225-237.

Doi: <http://dx.doi.org/10.32601/ejal.10120>

## Abstract

The linguistic dynamics within a workplace play a pivotal role in shaping the organizational milieu, thereby significantly influencing the overall success or failure of the organization. Consequently, this investigation was crafted to scrutinize the impact of various linguistic elements, such as directive communication, empathetic discourse, proficiency in English language, and communication efficacy, on employee allegiance, mediated through the lens of trust. Employing a cross-sectional research design, data were gathered from employees within the banking sector of the Kingdom of Saudi Arabia (KSA). Utilizing questionnaires aligned with prior scholarly literature, the study employed simple random sampling techniques to solicit responses, amassing 231 usable questionnaires. The data analysis was conducted using Smart PLS 4 software. The results revealed that directive communication, empathetic discourse, English language proficiency, and communication effectiveness positively influence employee trust. Furthermore, the statistical analyses substantiated the significant impact of trust on employee loyalty. Notably, this study also confirmed the mediating role of employee trust. The implications and avenues for future research are expounded upon in detail within this investigation.

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**Keywords:** Directional Giving Language, Empathetic Language, Language Proficiency, Communication, Employee Loyalty

## Introduction

Enhanced communication within an organization not only bolsters the productivity and problem-solving acumen of its workforce but also fosters cohesive teamwork among its members. Furthermore, effective language proficiency facilitates seamless interaction with both internal collaborators and external stakeholders, thereby augmenting organizational efficacy (Kalogiannidis & Papaevangelou, 2020). Given the

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DOI: <http://dx.doi.org/10.32601/ejal.10120>

diverse composition of personnel in international enterprises, mastery of English language emerges as indispensable for fostering intercultural dialogue and facilitating broader career prospects for employees (Abbas et al., 2021). Proficiency in English not only elevates individual worth within the organizational framework but also translates into tangible advantages for the organization itself, underpinning the necessity for continual investment in linguistic skills (Alobaid, 2020). Irrespective of an employee's role or cultural background, proficiency in English language serves as a fundamental prerequisite for navigating and excelling within the competitive terrain of the contemporary workplace.

Empathy, defined as the ability to comprehend and share the emotions of others, serves as a cornerstone in interpersonal dynamics (Fernandez & Zahavi, 2020). Mastery of multiple languages not only enhances employees' capacity for empathy but also fosters an appreciation for diverse cultural perspectives. Language, being a potent medium, facilitates the expression of empathy, thereby enriching communication skills, nurturing a compassionate societal ethos, and fostering adept problem-solving abilities (Arghode et al., 2022). Within the linguistic realm, empathy emerges as a pivotal factor in forging emotional connections, thereby nurturing a symbiotic relationship between employers and employees, ultimately yielding positive organizational outcomes. Moreover, cultivating empathy in the workplace engenders an environment characterized by care, appreciation, and recognition of employees' intrinsic worth (Guntuku et al., 2021). Additionally, it engenders cohesion between organizational leaders and staff, contributing to the cultivation of a constructive organizational culture.

Direction-giving language serves as the conduit through which an organization articulates its vision and objectives, while also delineating the expectations incumbent upon employees to fulfil in pursuit of these goals (Tao et al., 2022). This mode of communication is instrumental in task assignment, performance feedback, and goal establishment, thereby fostering transparency within the organizational framework. Consequently, direction-giving language engenders a sense of trust between employees and employers, facilitating a harmonious and productive working environment (Syed et al., 2022).

Additionally, adept communication skills are imperative for employees to thrive within the workplace milieu. Effective communication channels facilitate the seamless flow of information, pivotal for task execution, thereby nurturing enduring interpersonal relationships (Musheke & Phiri, 2021). Organizations can enhance communication levels and quality by investing in employee development and empowering managers to engage in transparent and efficacious communication practices. Formal communication channels serve as efficacious conduits for disseminating organizational goals and initiatives to employees, particularly concerning complex tasks that necessitate clear elucidation (Campbell et al., 2020). Regular practice aids in refining employees' communication proficiencies, consequently enhancing productivity, fostering engagement, and bolstering morale (Pattnaik & Jena, 2020). Indeed, scholarly discourse underscores the pivotal role of effective communication skills in fostering cooperation, collaboration, and stakeholder engagement within organizational contexts.

Employee loyalty stands as a cornerstone for organizational stability (Hareendrakumar et al. (2020), bearing mutual benefits for both organizations and their workforce. Demonstrating allegiance to the organization correlates with heightened levels of commitment, productivity, and engagement among employees (Phuong & Tran, 2020), thereby amplifying their contributions towards organizational objectives. However, there exists a prevailing expectation that loyal employees may exhibit reluctance towards seeking alternative employment opportunities (Farrukh et al., 2020). Employees are widely acknowledged as indispensable assets, wielding significant influence over the trajectory of organizational outcomes, underscoring their pivotal role in determining organizational success or failure.

Conversely, trust denotes the confidence in the transparency and integrity upheld by leaders, managers, and employees within an organizational context. Esteem and trust constitute pivotal elements for fostering organizational success and enhancing productivity within the workplace. When employees perceive that senior management places trust in their abilities, they are more inclined towards commitment, motivation, and engagement with their tasks (Afsar et al., 2020). Furthermore, organizations that cultivate trust amongst their workforce are adept at both retaining and attracting skilled personnel. High levels of mutual trust among employees correlate positively with heightened organizational productivity and foster an environment conducive to creativity, thereby minimizing stress (Gustafsson et al., 2021). Hence, the present study endeavours to explore the impact of various linguistic factors, including directive communication, empathetic discourse, language proficiency, and communication quality, on both employee's trust and loyalty, particularly within the banking sector of the KSA.

## Literature Review

### *Employee Trust and Employee Loyalty*

In academic discourse, employee loyalty is defined as the steadfast commitment of individuals towards advancing the interests of their organization, coupled with a belief in the inherent benefits of remaining

affiliated with their employer (Hareendrakumar et al., 2020). Such employees demonstrate a proclivity towards prolonged tenure within the organization, exhibiting minimal inclination towards job turnover. Scholarly discussions emphasize that employee loyalty manifests when individuals express a desire to maintain their association with the organization over an extended duration (Stojanovic et al., 2020). Scholars underscore the invaluable nature of loyal employees as assets to the organization, capable of enhancing its operational efficacy and augmenting its overall effectiveness. Moreover, the organization stands to benefit from an enhanced public perception, owing to the positive image cultivated by loyal employees, thereby bolstering the organization's day-to-day functioning (Harjanto et al., 2023).

Within scholarly discourse, employee trust is delineated as the confidence exhibited by employees in the decision-making processes within their organization (Ozmen, 2017). It encompasses trust not only in the managerial echelons of the organization but also extends to encompass trust in fellow organizational members, encapsulating various organizational facets. This organizational dimension encompasses elements such as the prevailing organizational culture, core values, leadership ethos, and overarching mission (Malla & Malla, 2023). Employee trust is intricately linked with the attainment of organizational goals and the economic performance of the organization. Trust among employees yields manifold benefits for both individuals and the organization at large. Employees who harbour trust in the organization tend to exhibit elevated levels of morale and demonstrate a heightened sense of loyalty towards the firm. Consequently, such individuals radiate a positive disposition towards organizational management, colleagues, and the organization as a whole (Bano et al., 2023).

Employee trust exerts a profound and enduring influence on employee behaviour. The cultivation of trust among employees hinges upon two distinct factors. To cultivate and sustain employee loyalty, organizations are tasked with assessing the degree of trust prevalent among their workforce (Aristana et al., 2022). Conversely, the absence of trust between an organization and its employees yields deleterious consequences for employee loyalty (Braganza et al., 2021).

Scholars have highlighted the profound impact of employee trust on employee loyalty (Aristana et al., 2022). Trust between employees and employers fosters mutual respect and commitment, cultivating a conducive environment where employees feel comfortable sharing ideas and concerns (Soderberg & Romney, 2022). Moreover, it enhances collaboration and teamwork, instills confidence in organizational leadership, and motivates employees to invest time in organizational goals (Dai et al., 2022).

Building upon the preceding discourse, our hypothesis posits that

**H1: Employee Trust has a positive effect on employee loyalty**

### *Empathetic Language and Employee Trust*

Within the dynamics of employee-leadership relationships, empathetic language emerges as a predominant mode of communication (Arghode et al., 2022). Scholars assert its pivotal role in bolstering employee engagement and satisfaction, attributing its effectiveness to various elements such as emotional connection, perspective-taking, compassion, and civility (Schoofs et al., 2019). Consequently, leaders who employ empathetic language convey care, sensitivity, and a humanistic approach towards their followers. This linguistic approach manifests when leaders commend employees for their initiatives and endeavours, offer encouragement to those encountering challenges and setbacks (Meinecke & Kauffeld, 2019), validate employees' emotions and perspectives, and demonstrate respect for their personal goals and choices.

Researchers have explored the utilization of empathetic language by leaders as a means to demonstrate care and provide emotional support for the well-being of their employees. When organizational support is extended to employees, it engenders an inclination among them to modify their behaviours, consequently enhancing organizational performance (Oates, 2021). Additionally, scholars have underscored the direct correlation between leader-subordinate relationships and the outcomes achieved by subordinates. Leaders demonstrating concern for employees can foster a sense of security and fulfilment among them (Yue et al., 2023). Through the deployment of empathetic language, leaders convey appreciation and emotional backing, thereby bolstering levels of trust (Uluturk et al., 2024).

Leadership's demonstration of empathy and consideration plays a pivotal role in fostering trust among employees. Scholars emphasize the importance of leaders exhibiting care for employees' well-being and acknowledging their contributions, tasks effectively accomplished through the utilization of empathetic language. This establishment of an emotional bond between employees and leaders contributes to the cultivation of trust within the organization and its management (Ma et al., 2018). Furthermore, the development of a shared identity among employees and employers further fortifies the level of trust. Similar findings were corroborated by (Men et al., 2022), who highlighted the positive impact of empathetic language on employee trust. Moreover, (Preacher & Hayes, 2008) mediation approach was employed to analyse the mediating role of employee trust in the study. According to this approach, a variable can be deemed a mediator if the independent variable exerts a direct effect on the mediating variable (path "a") and the mediating variable also directly influences the dependent variable (path "b"). In this context, Dai et al. (2022)

demonstrated employee trust as having a significant effect on loyalty (path "b"), while (Men et al., 2022) identified the positive effect of empathetic language on employee trust (path "a"). Thus, trust meets the conditions of a mediator, leading us to hypothesize that:

**H2:** *Empathetic language has a positive effect on employee trust.*

**H3:** *Employee trust mediates between empathetic language and employee loyalty.*

#### *Direction Giving Language and Employee Trust*

According to Ma et al. (2018) decision-makers within organizations predominantly utilize direction-giving language to mitigate ambiguity and enhance transparency in communication. This linguistic approach may facilitate leaders in conveying information pertaining to resources, procedures, requirements, as well as articulating rewards and expectations for employees. Additionally, leaders employ direction-giving language to furnish feedback to their subordinates. Notably, it is imperative to avoid employing imperative tones while employing such language (Uluturk et al., 2024). Conversely, alternative linguistic strategies such as expressions of concern and engaging in dialogues with employees have been identified as effective means for this purpose (Haroon, 2018). Direction-giving language predominantly manifests during instances of providing feedback to employees, delegating authority, and assigning tasks to them.

The directional guidance provided by employees through the use of directive language serves to diminish task ambiguity and elucidate individual role expectations (Rabiul et al., 2023). Reduced ambiguity engenders heightened self-efficacy among employees, fostering an increased sense of control. Furthermore, mentoring and feedback processes are encompassed within the framework of directive language. With clear delineation of organizational objectives by top management, employees align themselves towards future directions. Thus, directive language fulfils the psychological requisites of employees (Samo et al., 2022).

Direction-giving language assumes a crucial role in fostering trust between organizations and their employees, engendering a sense of honesty and reliability when leaders provide clear and comprehensive information. Consequently, leaders adept in employing direction-giving language cultivate trust among their subordinates (Men et al., 2022). Moreover, Mayfield and Mayfield (2021) research corroborated the substantial positive influence of direction-giving language on trust development within the workforce. Following the framework delineated by Preacher and Hayes (2008), Mayfield and Mayfield (2021) elucidated a direct impact of direction-giving language on employee trust (path "a"), while (Dai et al., 2022) demonstrated a direct effect of employee trust on loyalty (path "b"). Hence, it is posited that trust may serve as a mediator between direction-giving language and employee loyalty. Therefore, we propose the hypothesis that

**H4:** *Direction-giving language has a positive influence on employee trust.*

**H5:** *Employee trust mediates between direction-giving language and employee loyalty*

#### *Communication Quality and Employee Trust*

The efficacy of organizational communication hinges predominantly on managers who possess a thorough comprehension of the organizational environment, goals, stakeholder preferences, and industry competitors. Within scholarly discourse, communication quality is characterized by the accurate and timely dissemination of information through both formal and informal channels (Li et al., 2021). Research has delineated communication quality as the communicative conduct facilitating responsiveness and co-creation, particularly within coaching processes (Passarelli et al., 2023). The managerial quality of communication is gauged by the extent to which managers furnish employees with sufficient information concerning assigned tasks and the perceived significance of such information (Mutunga, 2022)

Communication stands as a pivotal element in the dynamics between employees and employers, exerting a profound influence on the level of trust within managerial relationships (Pološki Vokić et al., 2021). Previous research has extensively explored the nexus between communication and trust development, positing that high-quality communication fosters trust among colleagues (Ji & Jan, 2020). Conversely, instances of communication failure have been associated with heightened uncertainty and erosion of trust. Conversely, effective communication between employers and employees enhances the employees' comprehension of the managerial trustworthiness continuum (Qin & Men, 2023). Essentially, adept communication from employers engenders reciprocal trust from employees. In essence, interpersonal trust burgeons with enhanced communication quality between managers and their subordinates. Consequently, Passarelli et al. (2023) assert the pivotal role of workplace communication quality in trust cultivation among employees. Notably, Dai et al. (2022) affirm the direct impact of employee trust on loyalty, while the findings of (Passarelli et al., 2023) corroborate the direct influence of communication quality on trust. Consequently, trust can be construed as a mediating variable, fulfilling both criteria outlined by (Preacher & Hayes, 2008). Thus, we hypothesize that:

**H6:** *Communication quality has a positive effect on employee trust.*

**H7:** *Employee trust mediates communication quality and employee loyalty*

### Language Proficiency and Employee Trust

Language proficiency is crucial for communication in the workplace (Liu & Buckingham, 2023). Employees must be proficient in English, encompassing listening, speaking, writing, and reading skills (Richards, 2017). Proficiency in English opens up personal and professional growth opportunities (Malokani et al., 2023). Additionally, fluency in the native language fosters better relationships with customers and stakeholders, building trust (Sonia et al., 2022).

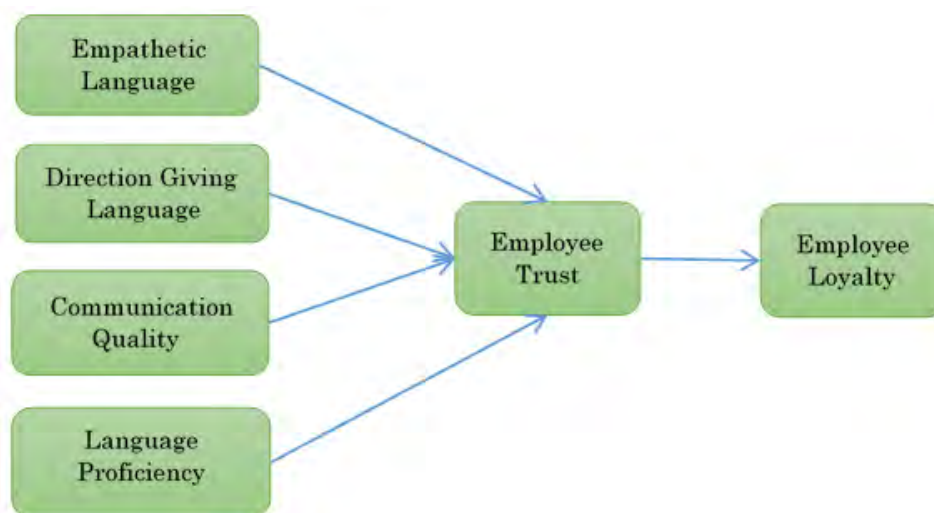
Language proficiency serves as a crucial bridge for overcoming cultural barriers in organizational settings. Proficiency in the English language offers numerous advantages to employees, including access to global opportunities, fostering trust, and shaping positive organizational perceptions (Youngblood et al., 2021). Organizations that invest in enhancing their employees' English proficiency also cultivate trust among their workforce (Peltokorpi et al., 2021).

Moreover, proficiency in English signals trustworthiness. Effective communication between employees and employers reduces suspicion, promotes transparency, and fosters shared understanding, thereby building trust (McVeigh, 2023). Employees fluent in both local and international languages are more likely to establish trust among their colleagues and superiors (Lam, 2021). Such proficiency enables employees to negotiate effectively with internal and external stakeholders (Lam, 2021).

The study by (Lam, 2021) demonstrated a positive correlation between communication proficiency and trust among co-workers and employers. Similarly, the findings of Dai et al. (2022) supported the positive impact of trust on loyalty, following the mediation model outlined by (Preacher & Hayes, 2008). Lam (2021) results further affirmed the influence of language proficiency on trust, satisfying the conditions for mediation. Based on these arguments, we hypothesize that:

**H8:** Language proficiency has positive influence on employee trust.

**H9:** Employee trust mediates among language proficiency and employee loyalty



**Figure 1:** Theoretical Framework

## Methods

The present study utilized a cross-sectional research design employing a survey instrument. The survey was administered offline to engage respondents. Comprising two sections, the first section pertained to respondent demographics, while the second section aimed to investigate the relationships posited by the study's hypotheses. These hypotheses centred on variables including language proficiency, direction-giving language, empathetic language, communication quality, employee trust, and employee loyalty. Questionnaire items for these variables were drawn from prior research. Specifically, employee loyalty items were adapted from Matzler and Renzl (2006), employee trust items from Jiang and Luo (2018), direction-giving language items from (Kaontole & Tajib, 2023), communication quality items from (Ji & Jan, 2020), language proficiency scale from (Sonia et al., 2022), and empathetic language items from (Kaontole & Tajib, 2023). The questionnaire employed a 5-point Likert scale.

The survey questionnaire was distributed among 300 employees of banks operating in the KSA utilizing a simple random sampling technique to ensure representative responses. Out of the distributed questionnaires, 231 were completed and deemed suitable for analysis. Initially, the collected data were processed using SPSS software to extract demographic information. Subsequently, Smart PLS version 4 was

employed for further analysis. This statistical method integrates regression analysis, correlation analysis, and factor analysis for data interpretation. The choice of Smart PLS-SEM for data analysis was driven by several factors, including its superior accuracy compared to alternative tools and its ability to accommodate complex research models effectively. The analysis conducted through Smart PLS entails two sequential steps. The first step, termed the measurement model, assesses the validity and reliability of the data in terms of internal consistency. Following the successful validation of the measurement model, attention shifts to the second step, known as the structural model, which scrutinizes the proposed hypotheses of the study (Hair et al., 2016)

## Findings

The initial phase of analysis entailed descriptive examination utilizing SPSS. The study findings revealed that 60.7% of the respondents were male, with the remainder being female. Regarding age distribution, approximately 13.1% of participants fell within the 18 to 30 age bracket, 27.8% were aged between 30 and 40 years, and the remaining participants were over 40 years old. Marital status was also queried, with 68.21% indicating they were married, 29.18% reporting they were unmarried, while the remaining respondents selected alternative options.

**Table 1:** Factor Loading

	Communication Quality	Direction Giving Language	Empathetic Language	Employee Loyalty	Employee Trust	Language Proficiency
CQ1	0.885					
CQ2	0.853					
CQ3	0.868					
DGL1		0.844				
DGL3		0.889				
DGL4		0.879				
EL1				0.904		
EL2				0.868		
EL3				0.839		
EL4				0.862		
EL5				0.857		
EML1			0.414			
EML2			0.821			
EML3			0.859			
EML4			0.847			
EML5			0.854			
EML6			0.786			
ET1					0.887	
ET2					0.848	
ET3					0.879	
ET4					0.904	
LP1						0.896
LP2						0.910
LP3						0.925
LP4						0.922
LP5						0.774

Following a descriptive analysis conducted through SPSS, our investigation transitioned towards analysis utilizing Smart PLS 4. This analytical phase commenced with the Measurement model, during which it became imperative to scrutinize each indicator. The initial examination involved the factor loading test, wherein Puteh (2018) advocated for the exclusion of items exhibiting loadings below 0.40. In adherence to this guideline, items failing to meet this criterion were expunged from our dataset, while those surpassing it were retained for subsequent analysis (refer to Table 1). Subsequently, the reliability of our variables was assessed using CR and Cronbach's Alpha. Both assessments are integral in ascertaining the internal consistency of the dataset. Following the criteria set forth by Hair Jr et al. (2014), where the minimum acceptable values for CR and Cronbach's Alpha are stipulated as 0.70, it is apparent that all variable values exceeded this threshold. Subsequent to establishing reliability, our investigation progressed to evaluate convergent validity, with the acceptable threshold for the AVE set at 0.50 (Fornell & Larcker, 1981). Following the confirmation of convergent validity, this study successfully substantiated the construct validity.

**Table 2: Average Variance Extracted**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Communication Quality	0.838	0.902	0.755
Direction Giving language	0.841	0.904	0.758
Empathetic Language	0.861	0.899	0.608
Employee Loyalty	0.917	0.937	0.750
Employee Trust	0.902	0.932	0.774
Language Proficiency	0.931	0.948	0.787

Cronbach's alpha and Composite reliability of all constructs are higher than 0.70 as presented in Table 2. According to Hair Jr et al. (2014) Composite reliability and Cronbach's alpha should be higher than 0.70 to achieve reliability and validity of the constructs. In addition, Average Variance Extracted (AVE) higher than 0.50 as presented in Table 2 meet the criteria proposed by (Fornell & Larcker, 1981).

**Table 3: HTMT**

	<b>Communication Quality</b>	<b>Direction Giving Language</b>	<b>Empathetic Language</b>	<b>Employee Loyalty</b>	<b>Employee Trust</b>	<b>Language Proficiency</b>
Communication Quality	0.647					
Direction Giving Language	0.773	0.730				
Empathetic Language	0.771	0.743	0.747			
Employee Loyalty	0.691	0.739	0.699	0.872		
Employee Trust	0.329	0.280	0.212	0.319	0.307	
Language Proficiency						

In the current investigation, the HTMT approach was employed to assess discriminant validity during the measurement model phase. According to the guidelines set forth by Henseler et al. (2015), the values within the matrix should not exceed 0.90 to confirm discriminant validity. It is noteworthy that all values within the matrix meet this criterion, as evidenced by Table 3.

**Table 4: R-Square**

	<b>R-square</b>
Employee Loyalty	0.630
Employee Trust	0.539

Following the completion of the measurement model analysis Table 4, the determination of R-squared values was conducted. The findings indicate that employee trust is influenced by 53.9%, while employee loyalty is influenced by 63% by the independent variables under examination. Subsequent to the successful completion of the measurement model analysis, the research progressed towards the analysis of the structural model. The significance of the proposed relationships was evaluated based on the P and T values. The outcomes pertaining to the direct hypotheses are presented in Table 5.

**Table 5: Direct Results**

	<b>Beta</b>	<b>T Value</b>	<b>P Value</b>	<b>Result</b>
HYP1 Employee Trust -> Employee Loyalty	0.794	30.643	0.000	Accepted
HYP2 Empathetic Language -> Employee Trust	0.239	3.458	0.000	Accepted
HYP4 Direction Giving Language -> Employee Trust	0.350	5.219	0.000	Accepted
HYP6 Communication Quality -> Employee Trust	0.228	3.208	0.001	Accepted
HYP8 Language Proficiency -> Employee Trust	0.091	1.791	0.037	Accepted

The study's findings reveal a positive relationship between employee trust and loyalty, thereby supporting H1 (t = 30.643). Similarly, the results demonstrate a positive impact of communication quality on employee trust, affirming H6 (t = 3.208). Furthermore, the statistical analysis indicates a positive influence of direction-giving language on employee trust (t = 5.219), thereby confirming H4. Similarly, empathetic language emerges as a significant predictor of employee trust, with a t-value of 3.458, supporting H2. Additionally, language proficiency is found to have a positive effect on employee trust (t = 1.791), thereby supporting H8.

**Table 6:** Mediating Results

				Beta	T Value	P Values	Decision
HYP3	Empathetic Language -> Employee Trust -> Employee Loyalty			0.190	3.412	0.000	Accept
HYP5	Direction Giving language -> Employee Trust -> Employee Loyalty			0.278	5.263	0.000	Accept
HYP7	Communication Quality -> Employee Trust -> Employee Loyalty			0.181	3.092	0.001	Accept
HYP9	Language Proficiency -> Employee Trust -> Employee Loyalty			0.072	1.781	0.037	Accept

The mediation outcomes of the investigation are delineated in Table 6. The statistical analyses substantiate the mediating influence of employee trust between empathetic language and employee loyalty ( $t = 3.412$ ), thereby confirming H3. Furthermore, the findings also endorse the mediating role of employee trust between language proficiency and loyalty ( $t = 1.781$ ), supporting H9. Additionally, employee trust emerges as a significant mediator between communication quality and employee loyalty ( $t = 3.092$ ), validating H7. Finally, employee trust is identified as a mediator between direction-giving language and employee loyalty ( $t = 5.263$ ), thereby confirming H5.

## Discussion

This research was crafted to explore the impact of various linguistic factors on both employee loyalty and trust. The study's findings unveiled a positive correlation between direction-giving language and employee trust. It elucidates that the clarity and transparency embedded within messages disseminated by organizational top management foster trust among employees. Such language engenders a constructive perception within employees regarding the organization. Respondents from the study expressed that managerial communications assist them in task completion and adaptation of work methods. Moreover, participants noted that managers provide essential information pertaining to tasks and objectives to be achieved. Furthermore, managerial feedback regarding past performance and suggestions for improvement are shared. Additionally, managers offer clear guidance for problem-solving related to work tasks. Ultimately, the instructions provided by leaders are comprehensible to employees, thus fostering trust and reliance upon managerial communications. These findings are congruent with those reported by (Mayfield & Mayfield, 2021) in their study.

The outcomes of the investigation further substantiated the significance of empathetic language as a crucial determinant of employee trust. The presence of empathy within the communication signifies a concern for the well-being of employees, indicating that employees within the organizational context attribute value to managerial empathy. Other potential explanations for these findings are also plausible within this study. Participants conveyed that their managers routinely provide guidance on appropriate social interactions relevant to the organization, as well as professional communication strategies with colleagues. Additionally, managers impart insights regarding the departure of former employees, accompanied by reasons for their exit, with the intent of mitigating similar occurrences in the future. Managers also inspire employees by sharing insights about top performers within the organization, elucidating the strategies employed by these individuals to achieve professional success. Furthermore, information regarding diligent employees within the organization is disseminated by managers, fostering motivation among employees to pursue their objectives. These findings echo those elucidated by (Men et al., 2022) in their prior study.

The research outcomes further illuminated that the quality of communication exerts a positive impact on employee trust. Qin and Men (2023) also corroborated these findings in their own study. Respondents participating in this investigation attested to the presence of high-quality communication exchanges with their managers and superiors. This mutual communication ensures timely dissemination of workplace updates and job status between employees and managers. Moreover, participants reported robust working relationships with their supervisors and managers. Given the diverse business opportunities inherent within organizations, respondents indicated regular discussions with managers on various accounts. Furthermore, employees and managers engage in discourse concerning different business opportunities. Particularly within the banking sector, the quality of communication serves to empower employees, facilitating the pursuit of organizational goals and objectives, while also fostering positive interpersonal relationships among colleagues.

The statistical analysis confirms that language proficiency positively influences employee trust, highlighting the significance of English proficiency. This aligns with findings from (Lam, 2021). Participants noted improved job prospects within the banking sector due to their English proficiency, emphasizing its multifaceted benefits for career advancement. English proficiency is deemed crucial in the banking industry, facilitating effective communication with internal and external stakeholders. Inadequate English skills hinder career progression and promotional opportunities. Proficiency in English is also pivotal for roles



involving customer interaction, given the importance of communication in banking. Consequently, proficiency in English is a prerequisite for hiring, reflecting its indispensable role in achieving success within banking organizations, as perceived by the study's respondents.

The statistical findings of the study provide evidence supporting the positive correlation between employee trust and loyalty. Employees who possess trust in the management and decision-making authorities of banking institutions exhibit a propensity to remain committed to their current employment, thus bolstering organizational stability. Such individuals represent invaluable assets to the organization, contributing to enhanced profitability and competitive advantage within the market landscape. The establishment of trust among employees is fostered by respectful treatment and empathetic engagement from bank management, as evidenced by their language and behaviour. Managers demonstrate respect towards employees by offering clear guidance on objectives and providing assistance in overcoming task-related challenges, assuming a leadership role within the organization. Additionally, participants in the study noted that organizational decision-makers exhibit genuine concern for employee welfare and success, instilling confidence and reliance in managerial assurances. Furthermore, respondents highlighted instances where employee input is sought in significant organizational decisions, underscoring a culture of inclusivity and collaboration. These findings resonate with the conclusions drawn by (Dai et al., 2022) in existing literature.

## Limitations, Implications and Future Directions

The study utilized a cross-sectional design and quantitative approach to gather opinions from respondents. Future research could benefit from a qualitative approach with longitudinal design to enhance understanding of the banking sector. Additionally, the study examined the mediating effect of employee trust without incorporating any moderators. Including technology-related moderators, such as social media usage, could elucidate technology's role in reinforcing the relationship between trust and employee loyalty. Furthermore, employing diverse online data collection tools could enhance data collection from participants residing in different locations. Lastly, future studies could consider using AMOS for analysis in similar research contexts instead of relying solely on SPSS and Smart PLS 4.

This study contributes to both theoretical and managerial domains. Theoretical implications underscore the significance of empathy in language for fostering employee trust, a dimension often overshadowed by leadership-centric studies in prior research. By emphasizing the role of language, particularly direction-giving language, this study addresses a gap in literature that has predominantly focused on leadership strategies for building trust in the banking sector. Furthermore, the study highlights the importance of clear communication in enhancing employee retention, departing from previous language-focused studies typically confined to the educational sector and student performance in higher education. Notably, this study uniquely examines language implications within the banking sector, offering insights into employee retention and trust from a managerial perspective. Moreover, it extends existing research, predominantly conducted in Western contexts, by exploring the role of language within the distinctive setting of the Saudi banking sector.

In the context of managerial implications, this research underscores the pivotal role of language proficiency in shaping the efficacy of operations within the banking sector. Recognizing employees as valuable assets, banks can strategically prioritize various linguistic approaches to enhance retention rates. The findings underscore the necessity for banks' management to implement regular training initiatives aimed at fostering employees' linguistic competencies and mastery. By prioritizing language enhancement efforts, banks stand to mitigate costs associated with employee turnover and training. Additionally, fostering linguistic proficiency among employees cultivates a sense of loyalty, subsequently prompting them to act as advocates for the institution, thereby augmenting positive brand perception within the community. These insights not only offer practical guidance for managerial practice but also present avenues for further scholarly inquiry into the intersection of language utilization and employee retention strategies within organizational contexts.

## Acknowledgment

This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Grant A324].

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**Appendix: Survey Questionnaire**

Employee Loyalty	<ol style="list-style-type: none"> <li>1. I speak positively about my company when talking to customers</li> <li>2. I speak positively about my company when talking to friends and relatives</li> <li>3. I can recommend the products and services of my company to others</li> <li>4. I would like to stay with this company also in the future</li> <li>5. I would not change immediately to another company if I got a job offer</li> </ol>	(Matzler & Renzl, 2006)
Direction-Giving Language	<ol style="list-style-type: none"> <li>1. My manager gave me helpful information about upcoming changes related to my work</li> <li>2. My manager gave me a useful explanation of what needed to be done in my job</li> <li>3. My manager gave me helpful information about past changes that affected my work</li> <li>4. My manager gave me clear instructions on solving my work-related problems</li> <li>5. My manager gave me easy-to-understand instructions about my work</li> </ol>	(Kaontole & Tajib, 2023)
Empathetic Language	<ol style="list-style-type: none"> <li>1. My manager gave me advice on how to behave at organizational social gatherings.</li> <li>2. My manager offered me advice on how to fit in with other members of this organization.</li> <li>3. My manager told me about the people who have left this organization.</li> <li>4. My manager told me about people who received awards from this organization.</li> <li>5. My manager told me about the people who were admired in my organization.</li> <li>6. My manager told me about the people who have worked hard in this organization.</li> </ol>	(Kaontole & Tajib, 2023)
Communication Quality	<ol style="list-style-type: none"> <li>1. We keep each other informed of new developments.</li> <li>2. We provide each other with timely information.</li> <li>3. We frequently discuss accounts and opportunities.</li> </ol>	(Ji & Jan, 2020)
Language Proficiency	<ol style="list-style-type: none"> <li>1. Poor communication skills in English language impair the chances of recruitment during interviews.</li> <li>2. English Language skill influences my career in many aspects.</li> <li>3. the speaking skill the most significant / important skill in the hospitality industry of the state?</li> <li>4. you think that lack of very communication skills heavily scuttles ones' career growth and prospects within this industry?</li> <li>5. Better English Language skills an essential prerequisite for people joining any front office of the hotel industry?</li> <li>6. you think that English language skills constitute an essential part of your service within the industry?</li> </ol>	(Sonia et al., 2022)
Employee Trust	<ol style="list-style-type: none"> <li>1. whenever this company makes an important decision, I know it will be concerned about me</li> <li>2. this company can be relied on to keep its promises</li> <li>3. I believe that this company takes my opinions into account when making decisions</li> <li>4. I feel very confident about this company's skills</li> </ol>	(Jiang & Luo, 2018)