Communication Competence Augments The Credibility Of Managers In Developing Organizational Excellence

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Abstract

This study analyzes Communication Competence and its impact on the Managerial Credibility in organizations, in the context of Pakistani corporate culture. Using quantitative research method, the variables are tested through a questionnaire. Having a total sample size of 268 male and female managers from public and private sector organizations in Pakistan with a minimum of three to five years' work experience in managerial role in seven different industries, the data is collected and analyzed to gauge impact of the independent variable i.e. Communication Competence on the dependent variable i.e. Managerial Credibility in organizations. Further, it was analyzed that how these two variables are different on gender bases. The data was analyzed on SPSS using linear regression and independent sample t-test for impact of variables and difference on the basis of gender correspondingly. The results show that Communication Competence impacts moderately upon Managerial Credibility. Furthermore, Communication Competence are indifferent to gender inclination; however, Managerial Credibility is higher in male managers as compared to female managers. This research paves ways for organizations in Pakistan to further study the concept in the dynamics of their own management culture and devise policy framework and management techniques which are effective for the employees, teams and the organization as a whole. Right blend of communication (non-verbal and verbal) behaviors and trustworthiness leading to credible leadership are the key components of creating the aura of winning together. The study adds significant value to Pakistan's organizational dynamics and management practices andgives valuable insights and opens pathways for future research in the field.

Keywords: Communication Competence, Managerial Credibility, Pakistani Corporate Culture, Male and Female Managers.

Introduction

Having right blend of strategic, technical and human skills along with refined communication competence for handling teams comprising of people with varying personality types, effective team players for managerial roles in organizations are vital for the survival, growth and excellence of the organization. Successful and effective managers have certain pointers in their work style that drive their teams towards excellence.

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Extracting the right quality and quantity of output as per the performance standards by getting the job done through and with people and giving them a sense of satisfaction and accomplishment of their portfolio sums up the managerial roles in a nutshell (Luthans, 1988).

Trustworthy and countable managers preside over increased outcome in term of quantum and a source of cultivating quality human resource. Managerial credibility plays a vital role to develop and augment the organizational excellence. However, managers through right utilization of their skill set can only be able to achieve this goal (Cho & Ringquist, 2011).

Nearly all the studies conducted around the world in general and in the field of management to be precise are ardent to the fact that organizational cultures are developed on the basis of human resource and their firm believe in their roots. Supervisory positions play an important role in cultivating this aura of trustworthiness and a sense of connectivity for the employees (Hernandez, Long & Sitkin, 2014).

One of the most important factors for cultivating the belongingness among employees is communication. Communication as a discipline holds more than words. It is about gestures, body language and how the message is decoded as proposed in the Contemporary Communication Theory (Infante, Rancer & Avtgis, 2010). Communication in an organization plays a vital role especially in terms of its functioning which affects the organizational logic and gives a direction to the teams. Four fundamental communicative functions – coordination, sense giving, translation and theorization – facilitate the overall process of generating organizational belongingness and overall brilliance (Ocasio, Loewenstein & Nigam, 2015). Comminucation, in any form including non-verbal, para-verbal and verbal holds certain implication for the sender and receiver who are the organizational comminucators (Axley, 1984).

Intellectual Contribution

To ascertain their credibility, managers require refined skills of communication. It is not just about verbal communication but also include para verbal and non verbal communication cues that develop the credibility of a manager. Credibility forms the basis of any manager's success. To perceive a visionary leadership approach and make people follow, a amanger has to build a rapport and form strong grounds on credibility. Aristotle has identified the basic characteristic of credibility and has summed it up by saying that "influence is accomplished by individual character when the speech and action convince us that a person is **credible**" (Roberts, 1954).

Gradwell (2004) conducted a study about organizational change and its influential attributes depicted by the senior leadership has assertively summed up the primary themes of creating managerial credibility in organizations through effective communication. In his opinion, credible management is all about unified and visible leadership depicted by the managers to their teams. Further, communication which is well orchestrated and multi-dimensional plays a vital role in creating the managerial credibility. Reinforcement plays a prime role in communication process and such attributes by the managers are a way for the teams to trust the leadership.

This leads to generation of an idea to study whether communication competence (non-verbal and verbal) impacts managerial credibility in achieving organizational excellence and to further penetrate in the subject to see whether gender difference create any significant alteration in the managerial credibility when adjusted with communication competence.

To study this idea further, we first of all need to understand the basic and underlying concept of a) communication components i.e. verbal communication competence and b) the factors of managerial credibility and how it links to the organizational excellence in its broader spectrum.

Communication Competence

Communication competence has been defined by Larson, Backlund, Redmond and Barbour (1978) as; "the ability of an individual to demonstrate knowledge of the appropriate communication behavior in a given situation". Communication competence in a wider perspective has various dimensions. It requires an individual to be an adroit in knowledge, language, motivation, skills and above all an effective and efficient utilization of all his innate behaviors (Madlock, 2008).

Communication competence as a broader term has many different perspectives but in a consolidation, it has been defined as "one's knowledge of appropriate communication practices as well as effectiveness at adapting to the surroundings in a communication situation" (Steele & Plenty, 2015). By this definition, we could easily make out the significance of communication competence of managers with their effectiveness and credibility.

Communication competence in the field of management or in the organizational study includes verbal communication patterns and Para-verbal gestures specifically when the communication is between the manager and his employees (Chamberlin, 2000). Evaluating Communication Competence in an organizational setting is strenuous because it's a balancing act of particular skills which is complex. Gauging a particular skill set which is based on performance require an insight and grip on knowledge about the behavioral aspect of that skill and it cannot be accessed through intangible means like subjective write ups but require a demonstration of those skills like viva, presentations, meetings etc., to gauge the actual level of the skill in the manager (Boon & Stewart, 1998). Competence can be gauged on two parameters which are presence of behavior and the timing. Effective communication is said to be smooth and on time. So, we can say that adaptability, responsiveness and awareness form the basis of effective communication competence in an organizational setting (Epstein, 2002).

Managerial Credibility

Managerial effectiveness in retrospective has an illustrious record of being a multi-disciplinary concept under study. During the late 1950s, when the goal-based thinking patterns were overtaken by the systems models, we see that effectiveness emerged as a widespread and significant way of gauging the potential of people and systems (Sparrow & Cooper, 2014).

Studies have been conducted in the past on the particular subject of managerial effectiveness and credibility with reference to education and in high school environment, we see those students, who have been under supervision of professionally strong supervisors, emerge as better managers and their personality shows composure as one of the significant traits (Inglehart & Baker, 2000). Eventually they turn out to be productive human resource and exhibit traits which are effective for their growth and excellence. Managers having a higher graph of job excellence tend to show a positive behavior in their effectiveness (Trivellasa, 2013). Competencies associated with mentoring, direction and patterns of behavior involving communication with the employees and teams lead the managers to emanate significantly positive effectiveness at the group and organizational level (Madlock, 2006). Having positive behavior affects the manager's credibility and such managers tend to be supportive of their teams and they hold a special position in the organization because their words and gestures lead them to be effective and people extend their gratitude towards their managerial skills and decisions.

Managerial credibility is clearly portrayed in the team. On a broader canvas, it is all about bringing the team on one page and making them feel that they are valued. Inculcating the thought that the organization counts everyone in for serving to their optimal level and achievement of the larger mandate, a credible manager owns his team. He is available emotionally and physically to their disposal and knows the best techniques to apply in certain situational frameworks for extracting the maximum output from his team. They absorb the organization's vision and disseminate it to the team, making individual goals and channelizing efforts in the direction of the organizational vision (Garvin & Margolis, 2015).

A short and crisp tip often practiced by managers in organizations for building and retaining managerial credibility has basic three rules to execute. First of all, be actively present for the team on collective and individual level. Secondly, building a rapport with the team member and making them feel that being the team lead, the manager is working on making the individuals succeed in achieving their goals and last but most importantly, looking beyond the team and a head of time. Looking beyond the sub-ordinates and in the direction of manager's reporting officer, he seeks direction to steer the team and builds a close connection with counterparts who all drive their teams in the direction of achieving organizational objectives, on a larger canvas (Harvard Business Review, 2013).

Organizational Excellence
Communication patterns of managers could be one significant element to gauge the organization's success factor. Organizations having strong management who are decisive, democratic and tend to show positive gestures have better workforce. Such organizations produce team members who are valued and thus their teams show gratification and a behavior of interweave which is an aura of their success (Hynes, 2015).

In today's world, the concept of having a human resource manager has increased significantly than the past. Viable forces that managers have to encounter, in today's business world and those foreseen to be emerging in the near future makes it really important that the managers are seasoned to cultivate organizational excellence. The role of managers should be achieving excellence as a prime goal for organization. Gone are the days when manager's prime responsibility was to manage a team or be known for what it does. Now, it is more about, what it delivers (Ulrich, 1998).

Organizational excellence can be achieved by the managers when their prime focus shifts towards a continuous transformation of the processes and skills of the team towards achieving organizational objectives by reducing the cost and maintaining the quality. From planning to the deliverables, if the managers come out as a champion of their team in true sense and extract the commitment from the team's output, it will certainly be on the track of achieving organizational excellence (Menon, 2001).

Research Problem
Communication through verbal and nonverbal gestures plays a vital role in the success of any individual. There have been numerous studies about the teacher-student behavioral impact or supervisor-subordinate's communication. These studies have also shed a light on the student's behavior modification and how the behavior is exhibited in organizational settings, later on (Barringer & McCroskey, April 2000). However, studies on the particular segment communication competence with exclusive focus from organizational perspectives are still fewer.

Organizations have studies with regard to communication patterns for the teams, manager-team communication and overall impact of communication to the success of teams (Chesebro, 2003). In the recent years, organizations tend to develop strong teams with effective leadership as the businesses are going global, therefore, it is the need of time to analyze the skills of managers and to study their behavioral patterns in a way that results can be extracted out to help and contribute towards betterment of organizations. Teams, lead by effective team leaders, the managers, have by far the most arduous role in developing the culture of an organization. Supervision role demands refined skills for smooth workflow and optimum utilization of the human resource for achieving organizational goals. Managers having strategic skills and expertise of the technical field of their specialization complimented with the right blend of human skills lead exemplary teams (Cho & Ringquist, 2011). Successful and effective managers have certain pointers in their work style that drive their teams towards excellence.

Therefore, it was a need of time to study this subject in a detail, especially with respect to the contextual framework of Pakistan's corporate sector. The concept of multi-facet teams is relatively new in Pakistan. Further, equal opportunity employment having males and females taking over the key managerial roles has made Pakistani environment a

competitive market for the managers and teams. In such a scenario, studying the role of communication competence, in depth, viewing non-verbal and verbal communication and its impact on the overall managerial credibility and organizational excellence is essential to view the managerial roles in a new dimension.

This study will analyze the concept through first hand primary data collection and will try to evaluate the variables in certain paradigms and features based on hypotheses.

H1. Communication Competence affects the Credibility of Managers within the Organization.

H2. Communication Competence and Managerial Credibility is greater in Male Managers as compared to Female Managers.

Literature Review

Psycho-biologists are interestingly putting in their research efforts towards studying neurological activities and this trait research is a conviction that personality traits are byfar the most influential facets in our routine communication patterns. We are knowingly or unknowingly exhibiting various traits of communication including non-verbal cues, para-verbal signs as well as verbally through lingual communication expressing our views or general likenessor dis-likeness towards the people in our personal, social and professional lives (Rancer, Jordan, & Infante, 2003).

Communication

Policy structures and frameworks with respect to man, material and capital were shifted from a centralized domain to multi-facet domains which in turn produced more opportunities for success and advancements. Similarly, with progression, the organizations tried to work on their human resource management and developmental fronts. Previously the employees working on isolated systems with a robotic approach had to take a shift towards the systems which involve more than one human being. The concept of teams emerged which further enhanced the systems and work styles. These teams initially believed in working with like-minded people but soon theyrealized that businesses need to go beyond their comfort zone to flourish (Tarricone & Luca, 2002). Therefore, the concept of multi-dimensional teams emerged. This concept brought along various approaches including cross-functional and virtual work systems. However, there are two sides of each coin. Soon, they realized that there is a gap in the human resource at some level.

They are putting in their efforts, however, it is not as fruitful, as it was expected to be. They identified the areas that needed attention. There onwards, the concept of seasoned communication emerged (Methew, 1999).

Language imparts certain properties in the overall communication system making it semantic and generative which in turns formulates a basis for indefinite number of consequentialnarrative message not necessarily tied to the instant present (Deacon, 1997). Another distinct character in the communication process to be noted here is keeping the perspective of decoder inview while choosing the right words, medium and tone of the messages. Verbal messages are conveyed by the speaker in a certain tone, with specific choice of words and in a certain sense intended through language, body signs and message tone. However, on the other hand, the decoder will decode the same message or utterance afar from the message communicated through words, itself. The communication process is beyond just the words. It is about the perspective in which the message is encoded and decoded. For the message to be communicated in its true sense and spirit, the perspective of co-participants of the message be made part of the process during formulation all the way to the interpretation of the message. This makes the exchange of message a collaborative activity between the sender and receiver of message leadingto emerging of a meaning out of the message through their collective efforts (Krauss, 2002).

Communication Codes

Communication, in any form holds certain implication for the sender and receiver (Axley, 1984). Signals in a communication system are given in more than one form. These signals or codes form the basis and give a real meaning to the message being communicated in the light of communication paradigms stated above. The communication signals and codes can be a mixture of the following three;

Verbal Signals, Vocal (Para Verbal) Signals and Visual (Non-verbal) Signals

Communication codes and signals including verbal, para-verbal and non-verbal constitutein a combination to complete the communication process. Studies show that these codes constitute as 7 percent verbal, 38 percent para-verbal and 55 percent non-verbal which formulates a message (McQuail & Windahl, 1981). A little depth of these signals will assist us inlearning about their individual and cumulative role and significance in the communication process.

Verbal Communication constitutes the words in structured form that clearly conveys the message. However, it is not as simple. The impact of spoken or written words can never be denied or underestimated even after its contribution of only 7 percent to the total because it is theprime seven percent of the whole process. They form the basis of any message but not in isolation. Therefore, the communicator has to choose the right mixture of words that are clear, not ambiguous, positive, clearly stating the meaning, logical and must suit the audience it is intendedfor. Sometimes, the communicator tries to use certain jargons or the speech in itself is complicated which is not at par with the general audience leading to decoding of messages as perthe limited knowledge and skill of the audience (Watson & Hill, 1997). Therefore, the key to verbal codes is using the language which a receiver having average verbal knowledge and vocabulary can comprehend and connect to. Use of jargons could mislead the audience or host ofthe message. Similarly, words and statements having meanings more than one, as discussed earlier, could also lead to decoding of message as per the perception of the receiver. Therefore, aseasoned communication process uses the vocal codes which both the sender and receiver accedes to.

Para-Verbal Communication or vocal communication codes on the other hand hold significance as much as 38 percent. The major code 'voice' forms the para verbal cues in a communication process. Voice codes through the tone in which a message is encoded, pitch and volume, the frequency, speed, level and emphasis on the specific words in the message can talk alot about what the message is trying to say and what perspective leads to such a message (De Lassus, 2004). Shirls, pauses, fillers, breath can impact the message in a positive or negative way. A message conveyed properly through the right emphasis on the right time, giving significance to the important details in the message and above all delivered in the right tone can help the decoder understand the true meaning beneath the words being uttered. Communication exercises emphasize upon the right level of fillers and frequency of tone and speed to extract the maximum meaning out of a speech. Therefore, it can lead to decoding more than one meaning from a message.

Organizational Communication

Society in general and business or corporate sector in particular build its human resource through communication. Being the core of organizations, in the words of (Weick, 1995), organizational communication functions in broad spectrums ranging from internal to external, intra-individual to mass media, affecting the individuals, teams, organization and society as a whole. Organizations, these days, function in varied dimensions including different types of teams and project groups where formal and informal communication takes place between the members at the levels ranging from downward to upward, cross-functional, lateral and diagonal (Johansson, 2007). This 360-degree circle of communication requires the individuals to encode, transmit, receive and decode various messages. Here, it is noteworthy to mention that the messages or communication process taking place in both formal and informal setting holds certain significant messages and

information that are important for the functioning of the individual, team and the organization.

Communication Competence

Communication competence has been defined by Larson, Backlund, Redmond and Barbour (1978) as; "the ability of an individual to demonstrate knowledge of the appropriate communication behavior in a given situation". Communication competence in a wider perspective has various dimensions. It requires an individual to be an adroit in knowledge, language, motivation, skills and above all an effective and efficient utilization of all his innatebehaviors (Madlock, 2008).

Communication competence in its wider sense is all about delivering thoughts in aneffective and efficient manner which clearly disseminates the message to the decoder.

Competencies in communication can be para verbal and verbal (Bagarić & Djigunović, 2007). Communication competence is a subject widely under study with respect to educational sector, class room environment, learning outcomes and teacher-student relationships.

Communication competence includes a variety of components which can be distinguished into four categories; Linguistic, Strategic, Socio-linguistic and Discourse. Linguistics defines in a broader sense all about the use of vocabulary, syntax and language conventions. Strategic communication competence is all about overcoming gaps in language, planning for effectiveness in communication, achievement of fluency in conversation and modification of purposeful text as per audience. Socio-linguistic component is about the social rule and formality of language, non-verbal cues and cultural and societal references. The final component of communication competence is discourse or understanding about the ideas incontext and connection with the organization, its patterns, consistent and intermediary devices (Saleh, 2013).

Theoretical Framework

Communication competence is under review for a long period of time. The term was first coined in 1980 by Canale and Swain where they defined competence in the framework of grammatical, strategic and socio-cultural competence (Canale & Swain, 1980). However, this study was carried further and amended propositions were made in where discourse competence was added to the model as a branch of socio-cultural competence in 1983 by Canale. This modelworked for quite a long time but now, it is further modified where socio-cultural competence is divided into socio-cultural and actional competence. However, discourse is a separate part of the modern-day framework (Apltekin, 2002).

Communication Competence in Organizations

Communication competence in the field of management or in the organizational study includes verbal communication patterns and Para-verbal gestures specifically when the communication is between the manager and his employees (Chamberlin, 2000). These gestures convey messages more than words. Understanding the language paradigms, the audience, fluency, formality and overall connection with the organizational objective is very important inachieving organizational communication competence.

Communication competence in its two broader prospects i.e. Internal Communication Competence and External Communication Competence plays a vital role in organizational success. Organizational communication is a framework on certain parameters which is unified and structured. It defines the organization and every new employee who joins in is recommended to learn the communication patterns of the organization. Communication competence in the organization thus plays a vital role in driving the individuals, teams and organization as a whole (Richmond & McCroskey,

2005). Managers, who have to keep the communication process rolling in the organization in formal and informal settings, have to be competent enough for situational handling, initiation of conversation and for change strategies. Therefore, communication competence is integral and significant component of any manager's groomingand development.

Managerial Credibility

However, such multi-dimensional and multi-faceted requirements have challenged the managerial roles to exhibit certain behaviors and this global trend has urged the management to change their old school processes. Contemporary development calls for development of skills and fresh competencies to be in line.

Effectiveness of Managers in retrospective has an illustrious record of being a multi-disciplinary concept under study. During the late 1950s, when the goal-based thinking patternswere overtaken by the systems models, we see that effectiveness emerged as a widespread and significant way of gauging the potential of people and systems (Sparrow & Cooper, 2014).

Theoretical Framework

Significant schools of thought about leadership credibility have emerged over the past few decades. Almost all of them have developed a conception that leadership roles are situation specific and it differs from one situation to another (Muller & Turner, 2010). Circumstances mould the leadership styles and management techniques. However, with organizations going global and decisions being situation specific, we see that competence is a prevailing substance inalmost all facets of managerial credibility. Managers are tagged to be credible only on the basis of their competencies.

Competency school of leadership and management dealing with trait theories, emotional quotients and behaviors give a rise to competencies framework and develop certain competency profiles for managerial effectiveness and credibility (Dulewicz & Higgs, 2005). Therefore, primarily, the competency school of leadership has developed its notion on three primary groups of competencies including intellect (IQ), management quotient (MQ) and emotional quotient (EQ) competencies, as a result of a widespread evaluation of the leadership literature (Muller & Turner, 2010).

Managerial Credibility in Organizations

A manager's credibility is gauged by the team members and it in turn affects their productivity. Manager's credibility is being judged by the employees working under his direct command as well as peers through his expertise, trustworthiness, goodwill and persuasion(O'Quinn, 2016).

Relationship of Communication Competence and Managerial Credibility

Managers have a role of driving force to play in the organization about taking instructions from top management, disseminating it to the lower tier of management and then delivering output as required. In such an arduous environment, they need to be abreast with the latest and effective managerial credibility tools and credentials. Communication competence plays a vital role in the organization and more specifically in the leadership and management roles. Managers who have to switch roles and deliver the output need to have polished skills and refined communication competencies.

In a general context, we observe that managers who own their team members have satisfied employees and result oriented track record. Employee satisfaction is directly proportional to results. Studies show that the employees who are happy with their work

environment and managers are those who are working under an environment of open communication system exhibited by the team leads. Therefore, manager's credibility in

connection with communication competence plays a vital role in sub-ordinate's job satisfaction (Covey, 2005).

Having said that, a study was conducted to analyze the impact of communication competence and biological sex of the manager and how it impacts the job satisfaction of the subordinates. The study revealed that communication competence of a manager has a significant impact on the employees' satisfaction from their job. Such employees rate their managers higher on credibility and trustworthiness. They perceive their manager's intention to be positive and in turn they follow the manager's vision and objectives towards excellence (Teven, 2007).

Gender Roles in Communication

Gender Role in Communication Competence

Communication competence is a characteristic which influence almost all the facets ranging from personal to social and professional. Males and females tend to communicate on different frequencies at different scenarios. However, our study focuses on the communication competence of males and females in managerial roles. Literature shows evidence that males and females both communicate effectively, however, a stereotype is attached to sometimes one or another group on the basis of culture and society.

In the context of corporate culture, it is mostly thought that male managers are effective communicators and possess higher level of communication competence as compared to their female counterparts. However, the idea is not accepted in our research and the same has been backed by literature also. A study was conducted to analyze the scores of males and females on their language (English) competence in a professional setting. The results revealed that both males and females were equally competent in the particular test. However, it was also revealed that females were considered to overestimate their skills and communication competence as compared to their male counterparts which is not true (Rudzinska, 2003).

Gender Role in Managerial Credibility

Strebler, Thompson and Heron (1997) conducted a study based on the hypothesis that skills, competencies and gender play a vital role in the increment process and trainings in the corporate culture in United Kingdom. The study was empirical in nature and the findings were basically compared with the corporate cultures in USA. The final findings of the study with respect to gender states that men and women do not differ in the general competence of communication. They are at par with each other and their competence of communication does not influence their training, excellence and monetary value in the organization. The same idea is approved by our hypothesis of this study that communication competence is indifferent to gender preference in Pakistani organizational culture.

Methodology

Managerial credibility is a driving force of an organization. Managers lead and direct the employees towards achieving organizational objectives and goals. This research is primarily being conducted with a focus to study the impact of communication components (non-verbal and verbal) on the credibility of mangers towards developing organizational excellence.

Study Design

In order to conduct this research, Quantitative Research Methodology has been used. The research was deliberated having a study questionnaire which was designed to study each component thoroughly as dependent and independent variable. The independent variable in this research is communication competence while the managerial credibility is a dependent variable. This research is focused on the managerial credibility and how

communication competence impacts the credibility of managers. Preceding in view, we can easily interpret the significance of a manager's communication competence, he or she exhibits while in the leading role.

Sample

The study is targeted towards the manger's credibility with respect to his / her communication competence, therefore, the study sample is carefully being chosen to extract the data which is authentic and result oriented. The sample size for this research study is 250 managers. Managers working in the lead role for various types of teams including traditional intact teams, project teams, cross functional and virtual teams are part of the study sample. These managers have an experience of minimum 3 years of in the management role and they belong to both public and private sector organizations.

Stratified random sampling methodology was used to collect the data. It has been considered that the sample for the particular study include team leads or managers from different sectors including professional and business services, manufacturing, consumer services and education. The sub-sample from these strata were further picked up through simple random sampling in the particular stratum.

These managers, selected for the data collection, as samples were in managerial roles having a professional qualification in the field of their expertise and seasoning educational background in the field of human resource management. This way, their position and justification to their work was authenticated and the responses provided by them on the basis of their experiences were considered to be true.

Research Instruments

The research on communication competence with its impact on the managerial credibility and organizational excellence is being carried out through a questionnaire, which is designed on the basis of two scales. Further, it includes a Consent Form and Demographic Detail Form. Following two scales are being used for this research to gauge the Communication Competence, and Organizational Effectiveness and Credibility of Managers.

Interpersonal Communication Competence – Self Assessment Scale

Communication Competence will be gauged though an 18-item Interpersonal Communication Competence – Self Assessment Scale. The scale has been developed by Spitzberg and Cupach (1984). The scale is scored from 1 to 5 on a 5-point Likert scale with 1 being strongly disagreeable and 5 being strongly agreeable. This 18-item scale has six basic communication components which include adaptability, conversational involvement, conversation management, empathy, effectiveness and appropriateness. The scale is **reliable** with a Cronbach's α value to be 0.95 for the overall scale.

The Interpersonal Communication Competence – Self Assessment Scale is derived from the model of Communication Competence which was derived from a theory developed by Spitzberg and Cupach (1984). The component model has three parts where the communicator is proficient to carry out the communication on the following grounds;
  a. Recognition of the appropriate communication practice (knowledge).
  b. Ability to communicate in the light of the communication practice (skill).
  c. Have a desire to communicate in an effectual and pertinent mannerism (motivation).

Interpersonal Communication Competence Model suggests that competent and proficient communicators have an innate ability to acquaint themselves with the vital components for situational analysis, enhance those skills and in turn be aggravated to apply those skills in their communication patterns (Catt, Miller, & Schallenkamp, 2007).

The Four Cores of Credibility Scale

The Four Cores of Credibility scale developed by Stephen M. R Covey (Covey, 2005) will be used to analyze the managerial credibility and effectiveness on a 5-point Likert scale.

This scale was developed and published as part of his book "The Speed of Trust: The One Thing That Changes Everything" explained well through a model of trust in managers serving in the lead roles for organizations.

The Four Cores of Credibility scale comprises of four sub-scales measuring managerial integrity, intent, capabilities and result orientation. The first two sub-scales are dedicated to credibility and the later two sub-scales gauge the effectiveness of managers. This scale is found **reliable** statistically with its Cronbach's α value to be .90 for the first two sub-scales i.e. managerial integrity and intent and .91 and .98 for capabilities and result orientation respectively.

Trust in its higher form is a vital component for success across the organization with respect to performance. Culture of trust is the keystone of for affirming loyalty, sustaining market value, increased results and above all, a contented team. This model has addressed the dilemma which is commonly faced by our teams and organizational leaders that is to create a high-trust culture in the organization with a value to all the stake-holders (Gary-Judd, 2005).

Restatement of Problem

The study on Communication Competence augmenting the Credibility of Managers in Developing Organizational Excellence is designed with a motive to analyze the managerial behaviors specifically with respect to their communication competence in its two major facets including para-verbal and verbal communication. Since this study examines the sway of communication on managerial excellence, 'Conclusive' Research Design is used to carry out the research and examine the relationship between independent and dependent variables of the study. The data is gathered through a structured methodology of questionnaire which is a quantitative research technique having formal and organized survey designed to generate responses of a large sample chunk from the population. The research is 'Causal' in nature with a clearly defined purpose and structured research hypotheses determining the cause and effect relationship between the variables.

'Probabilistic' Sampling Technique is chosen to carry out this study having a sample size of 250 managers who are on key positions and lead roles for managing different types of teams including traditional work teams, project groups, virtual and cross-functional teams. These managers are selected through 'Stratified' sampling method representing various departments of different industries including FMCGs, Manufacturing, Services and Consultation. In these strata, they sub-samples are further chosen on the basis of simple random sampling.

In order to study the communication competence of managers in developing organizational excellence, various research tools and instruments were used. To study the communication competence of the individuals, 'Interpersonal Communication Competence – Self Assessment Scale' developed by Spitzberg and Cupach (1984) was used. This scale is developed to determine the knowledge, skill and motivation of communicator to carry out effective communication. Further, Managerial Credibility is studied using Stephen Covey's scale 'Four Cores of Credibility' developed in 2005 after an extensive study and as part of his book 'The Speed of Trust: The One Thing That Changes Everything'. The four cores of credibility identified in this scale are integrity, intent, capabilities and result orientation where as first two cores are measuring the manager's credibility and the later ones are measuring the managerial effectiveness.

Data Collection

While this research is carried out in a conclusive research design, the data collected for the study is from sources more than one. The main reason for collecting data from diverse sources is to have an in-sight about the topic of study and to explore the latest trends of managerial practice being carried out in the organizations. The data is collected simultaneously through primary and secondary data sources.

The primary data sources include structured questionnaire developed on the basis of two instruments to gauge communication competence and managerial credibility

respectively. Correspondingly, secondary data source holding an equal significance is used to collect the data. Secondary sources of data include articles from journals, research studies, reports, book sections, electronic data sources like websites, published interviews of world-renowned consultants and researchers, expert views and research reviews.

Following the collection process, the data is further analyzed in accordance with the nature of research about the impact of communication competence upon managerial credibility and effectiveness. Studying the subject by using diverse and assorted data sources has enabled and equipped the researcher to analyze different perspectives of the study in a way that recommendations and conclusions can be drawn about the future implications and extent of applicability of the research, into multi-dimensional facets including analysis, implication, further research and development and most importantly result orientation by altering the management trends and work methodologies in specific organizational settings.

Results

This chapter interprets the results extracted out of the primary data collection. Results were investigated using Statistical Package for Social Sciences (SPSS, V 17.0).

A total of 350 questionnaires were distributed among managers of Public and Private Organizations in different industries including FMCG, Manufacturing, Banking, Service and Education. Out of the total number, 271 questionnaires were received back making it a total of 77% response rate out of which 268 survey forms were filled in completely constituting about 99% of the data and 3 forms were held being incomplete.

The questionnaire was divided into 3 parts as participant's consent, demographics, non-verbal immediacy (self-report) and managerial credibility. The data was gathered using 5-point Likert scale for all the three variables respectively.

Descriptive Statistics

Table 1 Frequency Table for Respondents' Demographic Information

Demographic Variables		Frequency	Percentage
Age	25-35	153	57.10%
	36-45	86	32.10%
	46-55	21	7.80%
	56 and Above	8	3%
Gender	Male	210	78.40%
	Female	58	21.60%
Marital Status	Married	116	43.30%
	Un Married	152	56.70%
City	Karachi	52	19.40%
	Lahore	199	74.30%
	Islamabad	17	6.30%
Qualification	Bachelors	90	33.60%
	Masters	168	62.70%
	Doctorate	10	3.70%

Specialization	Human Resource Management	84	31.30%
	Finance	30	11.20%
	Engineering	118	44%
	IT&T	11	4.10%
	Marketing	25	9.30%
Sector	Public	60	22.40%
	Private	208	77.60%
Industry	Manufacturing	64	23.90%
	FMCG	15	5.60%
	Oil & Gas	61	22.80%
	Service	100	37.30%
	Pharma	7	2.60%
	Education	13	4.90%
	Banking	8	3%
Managerial Level	Deputy Manager	119	44.40%
	Manager	117	43.70%
	General Manager	24	9%
	Chief Manager	8	3%
Team Members	5 to 10	153	57.10%
	11 to 20	59	22%
	21 to 30	34	12.70%
	31 to 40	11	4.10%
	41 and Above	11	4.10%
Experience	Up to 5 Years	115	42.90%
	Up to 10 Years	66	24.60%
	Up to 15 Years	51	19%
	Up to 20 Years	28	10.40%
	Up to 25 Years or Above	8	3%
Decision Making	Strategic	51	19%
	Tactical	103	38.40%
	Operational	114	42.50%

Model Summary

Table 2 Variance with Communication Competence as predictor of Managerial Credibility in Organizations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488[a]	.238	.235	9.385

One Way a. Predictors: (Constant), CC   **ANOVA** [b]

Table 3 One Way Analysis of Impact of Communication Competence on Managerial Credibility

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7320.825	1	7320.825	83.116	0.0000[a]
	Residual	23429.276	266	88.080		
	Total	30750.101	267			

a. Predictors: (Constant), CC   b. Variable: Dependent MC

Coefficients [a]

Table 4 Prediction of Managerial Credibility from Communication Competence

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.137	4.863		7.637	0.0000
	CC	.597	.066	.488	9.117	0.0000

a. Dependent Variable: MC

Group Statistics

Table 5 Group Statistics of Communication Competence for Males and Females

	Gender	N	Mean	Std. Deviation	Std. Error Mean
CC	Male	210	74.08	9.086	.627
	Female	58	72.26	7.381	.969

Independent Samples Test

Table 6 Independent Sample T-Test for Communication Competence with respect to Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
CC	Equal variances assumed	1.402	.237	1.404	266	.161	1.822	1.298	-.733	4.377
	Equal variances not assumed			1.579	109.469	.117	1.822	1.154	-.465	4.110

Group Statistics

Table 7 Group Statistics of Managerial Credibility for Males and Females

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MC	Male	210	82.33	10.687	.738
	Female	58	76.93	9.871	1.296

Independent Samples Test

Table 8 Independent Sample T-Test for Managerial Credibility with respect to Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
MC	Equal variances assumed	1.136	.287	3.460	266	.001	5.398	1.560	2.326	8.469
	Equal variances not assumed			3.619	97.110	.000	5.398	1.491	2.438	8.357

First hypothesis of the research studies that the Communication Competence has an Impact on the Managerial Credibility in Organizations. This hypothesis was **accepted and proved** that Managerial Credibility alters with a change in Communication

Competence of the Manager, but again it is a moderate change and does not apply to a significant level across the board.

Second hypothesis states that Communication Competence and Managerial Credibility is higher in Male Managers as compared to Female Managers. This hypothesis tests two independent variables with respect to gender i.e. Communication Competence and Managerial Credibility. It is partially **accepted.** Managerial Credibility is higher in males as compared to females. However, when we see the results generated for Communication Competence, it states that Communication Competence is irrespective of gender in managerial positions.

Discussion

The purpose of this study was to find out the impact of communication competence on the managerial credibility and organizational excellence, in a Pakistani corporate context. Since the industries in Pakistan are adapting the corporate cultures from around the world and multi-national companies are bringing their businesses, we observe a paradigm shift in the management practices. The old school business models with centralized authority are now dissolving and de-centralization leading to distribution of key management roles to people more than one is taking its toll. With this, organizations are shifting to modern management techniques and seasoned professionals are preferred to lead the teams.

Businesses going global bring about a change in the overall human resource structure and functioning. People with seasoned management skills are being hired to lead the teams of technical experts because the concept of management is shifting from getting the work done to delivering outputs. In such a convincing culture, communication plays a vital role in manager's overall lead role. Communication in all its forms including para verbal or verbal directly contributes to developing the overall culture of organization. World over, the significance of effective communication is weighed very high. In fact, the basic definition of leadership and effective management has communication as its most important factor.

However, in Pakistan, the concept of human resource management is in its formative state. Organizations, especially local ones are experimenting and adapting successful management and leadership models from renowned organizations around the world and trying to replicate them to be at par with the global Human Resource practices being followed. In view of foregoing, we see those studies being conducted around the world in field of human resource management and organizational behavior when replicated in Pakistani corporate context, show results which sometimes match and at times differ.

This study conducted was adapted from a concept of communication competence and its impact on managerial credibility which was discussed and experimented upon by a few researchers and renowned management professionals around the world. Most of the studies in the particular subject are conducted on educational sector and with respect to teacher-student relationship in a class setting. Relatively fewer studies are found out where researchers have worked on relationship of managerial credibility with components of communication and its impact on organizational excellence.

This study was conducted on a sample of 268 managers from public and private sector organizations in major cities of Pakistan i.e. Karachi, Lahore and Islamabad, having work experience of minimum 5 years. Out of 268 samples, there were 210 males and 58 female managers. With respect to qualification, there were 90 respondents having bachelor's degree, 168 having a masters and only 10 holding doctorate degrees. The managers are specialists of Human Resources, Finance, different fields of Engineering, Information Technology and Telecom and Marketing but in leading roles of managing teams. The results are collected from managers working in seven major industries including Manufacturing, Fast-Moving Consumer Goods, Oil and Gas, Services, Pharma, Banking and Education.

Demographics show that the data collected represents almost all the managerial levels and people from diverse backgrounds and not concentrated to any specific industry or sector.

Following hypotheses were tested in the research.

Hypothesis 1: Communication Competence affects the Credibility of Managers within the Organization

The hypothesis states that Communication Competence affects Credibility of Managers within Organizations. An alteration in the Communication Competence may have a direct impact on the Managerial Credibility. This hypothesis was tested using a Self-Perceived Communication Competence scale and Managerial Credibility Scale on 5-point Likert scale respectively. On SPSS, the data was analyzed through Linear Regression Analysis.

If we analyze the data from SPSS, we see that value of R^2 is .238 (See Table 2) which indicates the total variation in Managerial Credibility (Dependent Variable of the study hypothesis) that can be explained by Communication Competence (Independent Variable). The impact of Communication Competence on Managerial Credibility is 23.8% which is comparatively weak but in a positive direction.

Similarly, the Regression Model (see Table 3) predicts the statistical significance of dependent variable. p=.000 is less than the alpha (0.05) which indicates that the Communication Competence (Independent Variable) predicts the Managerial Credibility (Dependent Variable), therefore, the regression model is statistically significant, overall and predicts the outcome variable. Hence, it is a good fit for the data.

For this model from the value of "**B**" under "Un-standardized Coefficients" (see Table 4), the regression equation can be derived as MC= 37.137 + 0.597(CC)

In a general context, we observe that managers who own their team members have satisfied employees and result oriented track record. Employee satisfaction is directly proportional to results. Studies show that the employees who are happy with their work environment and managers are those who are working under an environment of open communication system exhibited by the team leads. Therefore, managers play a vital role in sub-ordinate's job satisfaction (Covey, 2005).

Having said that, a study was conducted to analyze the impact of communication competence and biological sex of the manager and how it impacts the job satisfaction of the sub-ordinates. The study revealed that communication competence of a manager has a significant impact on the employees' satisfaction from their job. Such employees rate their managers higher on credibility and trustworthiness. They perceive their manager's intention to be positive and in turn they follow the manager's vision and objectives towards excellence (Teven, 2007).

Hypothesis 2: Communication Competence and Managerial Credibility is Higher in Male Managers as compared to Female Manager

The hypothesis states that Communication Competence and Managerial Credibility is higher in Male Managers as compared to Female Managers. This hypothesis was tested using a Self-Perceived Communication Competence and Managerial Credibility tool on 5-point Likert scale. On SPSS, the data was analyzed through Independent Sample T-Test for Communication Competence and Managerial Credibility among Male and Female Managers respectively.

The results on SPSS revealed that on a confidence interval of 95% when the data is being tested for Communication Competence, the value of significance (one-tailed) is .237 (see Table 6) which is greater than alpha .05 thus equal variance is assumed. Further, the mean difference is 1.822 for both the conditions; therefore, it is proved that the Communication Competence is not higher in Male Managers as compared to the Male Managers, in this study and thus this part of the hypothesis is disapproved.

Further, the SPSS results for Managerial Credibility with respect to gender reveals that on a confidence level of 95%, the value of significance (one-tailed) is .001 (see Table 7) which is lesser than the alpha .05 thus equal variance is not assumed. In this case, we will further analyze that who has got greater managerial credibility. As the mean of Male Managers is 82.33 and that for Female Managers is 76.93 (see Table 8), the results show

that the Managerial Credibility is higher is Male Managers as compared to Female Manager. Hence, the hypothesis is **partially accepted**.

Communication competence is a characteristic which influence almost all the facets ranging from personal to social and professional. Males and females tend to communicate on different frequencies at different scenarios. However, our study focuses on the communication competence of males and females in managerial roles. Literature shows evidence that males and females both communicate effectively, however, a stereotype is attached to sometimes one or another group on the basis of culture and society. In the context of corporate culture, it is mostly thought that male managers are effective communicators and possess higher level of communication competence as compared to their female counterparts.

However, the idea is not accepted in our research and the same has been backed by literature also. A study was conducted to analyze the scores of males and females on their language (English) competence in a professional setting. The results revealed that both males and females were equally competent in the particular test. However, it was also revealed that females were considered to overestimate their skills and communication competence as compared to their male counterparts which is not true (Rudzinska, 2003).

Strebler, Thompson and Heron (1997) conducted a study based on the hypothesis that skills, competencies and gender play a vital role in the increment process and trainings in the corporate culture in United Kingdom. The study was empirical in nature and the findings were basically compared with the corporate cultures in USA. The final findings of the study with respect to gender states that men and women do not differ in the general competence of communication. They are at par with each other and their competence of communication does not influence their training, excellence and monetary value in the organization. The same idea is approved by our hypothesis of this study that communication competence is indifferent to gender preference in Pakistani organizational culture.

Limitations of the Study

As with researches in general, my particular research study is also not devoid of any limitations and they must be conceded to for research on the particular subject, in future. Sample for the particular study, when analyzed reveals that sample size is very small.

We also see that the male female ratio is disproportionate. Having a sample in a near to similar ratio might lead to more effective results, in future. The data was gathered through simple random sampling technique. This way, the data gathered was covering samples from multiple industries; however, each industry had a weak representation as compared to the whole which may make it a little difficult for the organizations to apply the results. However, since the culture of Pakistani industrial setups is similar, they can use the results and adapt effective techniques to further their development in effective human resource management.

Another limitation in study design was use of only one technique. To study communication behaviors, use of qualitative methodologies or mixed method approach including peer reviews, in depth interviews could have yielded better results. However, due to time constraints, it could not be tried but in future; this study can be extended to test the similar hypothesis through qualitative research design.

Another limitation of the study was reluctance by the samples. I, in my study have observed hiding the true feelings of the respondents due to numerous reasons which I inquired by them in informal discussions. First one being, use of information against them. Respondents, in cases where questionnaires were distributed through HR heads or formal contact points in the organization, had a general fear that if the questionnaires collected by the same contact point is read before submission, this may pull them into problems. Therefore, such respondents try to give neutral responses or did not pen down their true

feelings while responding to certain aspects, which is a cultural barrier, in my opinion because in our societal setup, the factor of trust is still very low.

Study Implications

This study has analyzed the communication competence in the perspective of gender stereotypes. The results can be a useful measure because it proves that communication competence is not influenced by gender. Male and female managers, in corporate culture exhibit similar communication patterns.

This study can further assist the top-level management to consider perception of lower tier management or technical employees in organization while creating and establishes rules on communication tactics for the organization and it can lead to setting a baseline for management to foster employee's belief and trust in the manager.

Since the study sample for this research had employees with technical expertise, it can be implemented that communication holds significance for the technical managers at equal level. Sound knowledge of the particular field seasoned with effective communication and managerial skills can boost the credibility of managers irrespective of their gender biases. It can also prove that credibility of a manager and trust in his or her team members at individual, group and organizational level can foster results and elevate success at all the levels. Organizations can further study the perspective of team towards their managers. This study helps them attain the result that managerial credibility is of significance. This way, more credible and transparent leadership can emerge and lead the team to new horizons of success.

Overall, the study is significant and statistically helpful in originating new ideas in communication and managerial practices around the organizations and can be adapted for future development by the organizations in Pakistan.

Future Direction

Research is a continuous process of learning and experimenting. It leads to results ranging from new theories to eye opening implications about what wrong are we doing. So, this process of creating, learning and correcting must go on. In the particular framework of this research about the impact of communication competence in managerial credibility and organizations, there is a lot of scope for future research.

First of all, the concept of communication in its facets i.e. para verbal and verbal are relatively new for the local organizations of Pakistan. This gives a lot of scope to the researchers here in studying this concept on a wide canvas. Even if we study these components with the existing managerial credentials or in the context of organizational behavior, HR practices or leadership vision, we can learn and give a sense of direction to the organizations on so many levels ranging from devising policies to making them realize the significance of training and organizational development, as a whole. Therefore, future research in the field can consider the communication components at distinct levels to study the components and its impact on the managerial credibility.

Qualitative research methods can be used to study the same variables. Having said that and also stated in study limitation, future researchers can consider the visionary leadership, its role and compare the communication competencies of employees to result orientation which can be defined in the parameters of organizations.

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