Non-Verbal Immediacy Augments the Credibility of Managers in Developing Organizational Excellence

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Abstract

This study analyzes Non-Verbal Immediacy 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. Non-Verbal Immediacy 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 Non-Verbal Immediacy has a weak impact on Managerial Credibility. Furthermore, Non-Verbal Immediacy is 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 and gives valuable insights and opens pathways for future research in the field.

Keywords: *Non-Verbal Immediacy, Managerial Credibility, Pakistani Corporate Culture, Male and Female Managers.*

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Introduction

Organizations stand tall on the shoulders of effective and efficient human resource. Each individual is a distinct component who joins in with certain professional and social attributes that fuel the organization to take steps towards excellence. While each individual holds an exclusive position and a defined role to play, managerial positions exercising the responsibility of supervising human resource and the workflow for optimum utilization of all the resources to produce results and generating outcome is by far the most arduous and exacting roles (Luthans, 1998).

Cho and Ringquist (2011) during their research on the attributes of managers and its impact on the organizational outcomes have magnificently penned down their observation about the significance of manager's credibility for better organizational outcomes. Dependability of a manager is directly proportional to the productivity and result generation of the organization.

Components acting as ingredients of a manger's success included personal, professional and social attributes complimented with knowledge and sound technical skills that as a whole makes him successful and an effective member of the team. (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

Barrett (2006) suggests that communication forms the basis of a managerial activity in the organization. According to the studies conducted, managers spend 70 to 90 percent of their time in communcation through verious media including written and verbal ranging from emails to text messages and from mass media addresses to one to one meetings.

Covey (2005) in the book *Speed of Trust* has laid down some basic parameters to gauge credibility. In his opinion, managerial credibility revolves around four cores of managerial credentials, the attributes managers' exhibit during their personal, social and professional conduct both formally and informally. These four cores including managerial integrity, intent, capabilities and result orientation forms the basis of any manager's managerial style and these attributes define the leadership role of managers in the organizations. Integrity and intent are the cores of credibility, whereas capability and result orientation are attached to a manager's effectiveness as per Stephen Covey. These cores of

credibility and effectiveness developed by Stephen Cover forms the basis of modern-day management attributes and organizations are benefiting considering them as integral and vital component of any manager's and team's success.

Having said that, it is significant to gauge the relationship of communication, in all its forms including primarily the verbal and non-verbal communication, to the managerial credibility in organizations because the studies quoted above states that communication and managerial credibility goes a long way together if formulated in an efficient and effective manner.

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

Non-Verbal Immediacy

While Verbal communication expressed vocally has a strong impact on the perception of message being given, non-verbal messages and cues tend to act as a stimulus in making the communication process affective and adds a sentimental value to it (Witos, 2015).

Immediacy in its purest form is about bringing a point of closeness and togetherness. Nonverbal immediacy is all about connection of individuals through certain behaviors which are not verbal yet they emit positive feelings of warmth, closeness, openness and a sense of involvement with other people as proposed in Building Communication Theory (Infante, Rancer, & Womack, 2003). Creating an aura through nonverbal gestures and para-verbal skills tend to be a source of effective communication in any setting.

However, precisely speaking about workplaces, there is a better relationship between nonverbal immediacy and organizational effectiveness of managers. Nonverbal immediacy of the leaders, specifically the use of hand gestures, facial expressions and tone adjustment has a greater impact on the attraction of the followers towards the leader (Talley & Temple, 2015). Managers who are careful to include nonverbal gestures in their communication have a better connection and immediacy with their teams and their followers tend to be more inclined towards them (Lybarger, 2014). Studies have been conducted about evaluating the impact of immediacy on behavior, under general and controlled setting and it leads to certain results showing that immediacy in broader term is linked with affirmation and stimulating cognition for enhanced performance (Richmond & McCroskey, 2000). Managers who are competent communicators and compliment their skills with the right blend of nonverbal cues, tends to be positive individuals and their teams turn out being better than those lead by managers with weak nonverbal skills (Turman, 2008).

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 that 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).

Significance of study

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, 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.

Proposed Hypotheses

H1. Non-Verbal Immediacy (behavior) impacts the Credibility of Managers within the Organization.
H2. Non-Verbal Immediacy (behavior) is higher in Female Managers as compared to Male Managers.

Literature Review

Rancer and Nicotera (2006) illustrate the significance of understanding the basic human behavior and communication patterns. A human being spends an average 70 percent of his or herlife communicating at one level or another. Human behavior in depth is a focus of study for quitesome time now.

Communication

In the modern day, communication system has evolved to a different level altogether. Having modern day gadgets, refined modes of communication have taken place of the old school. In turn, the businesses had to undergo a strategy shift to be at par with the societal needsof communication. Gone are the days where individuals work in isolation and organizations could reach their goals with their conventional techniques and squares. In the day of competitiveadvancement, modern day business methodology is taking over the world. This has made it really important for the organizations to bring their resources including man, machines, capital and organization at par to keep running and that too effectively in the economic system (Arnold, 2002). Human resource being the most ardent and momentous resource of economic cycle had toevolve and groom itself with the societal shift. Expertise, skill, knowledge and its implementation in the correct form was a tedious yet exciting job.

However, human resource could not perform in isolation. Other factors of economic growth had to compliment the performance. Therefore, they needed an equal upgrade in their efficiency and effectiveness. First and foremost, of all, the enterprise or organization, as we call it, in today's era, had to made majorshift in its methodology and working style. Policies of the conventional days are considered to beobsolete and not complimenting the pace at which organizations are working (Rewans, 1964).

From this, the modern-day communication system evolved. Communication in its real sense is all about transmitting the information through signals encoded and decoded between a source and its destination. Source, called as sender and destination being the receiver carry certain information bearing messages communicated through verbal, para verbal or non-verbal signs (Hauser, 1996). Communication is the prime source of sharing thoughts and information. All the natural species alive or dead have communicated themselves with the help of expressionor lingual communication sources. However, the communication patterns of human beings, specifically, are distinguished for meticulousness and suppleness which is most definitely an upshot of distinctively human aptitude to make use of language (Clark, 1996).

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 & 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, 2001). A little depth of these signals will assist us inlearning about their individual and cumulative role and significance in the communication process.

Non-Verbal Communication constituting about 55 percent of the message in the communicative process holds significance and utmost impact on the overall process of encodingand decoding the messages. (Andersen, 2006) has highlighted certain codes of non-verbal communication as the basics of these signals. These visual cues include facial expressions, posture, gestures, touch and distance. Shadowing the message, these signals impact the perspective in which the message is understood by the host. It has been observed that certain people hold an aura of personality that makes their presence welcoming. They are said to emit positive energy which gives a higher impact and rating to what they say. Similarly, people tend to follow certain significant figures and observe their 'style' of conducting themselves. This conduct, style, aura and body language is labeled as the non-verbal communication (Methew, 1999).

Overall, the social communication process is deep and complex. The message, if analyzed in depth, gives meaning more than just uttered through words. It has a significant

impact in all the dimensions of living including personal, social, professional etc. Whether it is aformal, semi-formal or informal setting, the communication process has an impact on the overallenvironment. However, we see that professional communication or business communication, as we call it, has certain set of rules and principles that drive the communication process. It is beyond words and gestures. The meaning encoded and decoded is critically analyzed and depict the true essence of the message in a crisp and accurate form.

Organizational Communication

Human resource, in any organization, plays a vital role for its success. People working inteams and groups constitute a structure and they strengthen on the basis of their effective and efficient communication with respect to the work they are engaged in and how it impacts the overall organization's achievement of goals and mission (Darbi, 2012). One of the most important factors for cultivating the belongingness among employees is communication.

Communication in an organization plays a vital role especially in terms of its functioning whichaffects 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).

Non-Verbal Immediacy

Non-verbal communication is an invasive and potent form of individual behavior involving restrained, non-linguistic, multi facet, unprompted process of putting across an individual's wordy thoughts. D. B. Rane defines it as a 'wordless world of communication' (Rane, 2010). Scientifically termed as 'kinesics', non-verbal gestures include facial expressions,eye contact, gestures, postures, attire and appearance, general conduct and behavior. Paul Ekman, a psychologist has defined non-verbal communication and drew a fine line between talking and communicating. He says "We talk with our vocal cords, but we communicate withour facial expressions, our tone of voice and our whole body" (Ekman, 2004).

Originally, the concept of Non-verbal immediacy was introduced back in 1979 (Andersen, 1979). Andersen and Jensen accumulated a list of non-verbal behavioral cues that define the terminology in this true sense (Andersen, Andersen & Jensen, 1979). This was later studied andworked upon by Richmond where he proposed and constructed a non-verbal immediacy scale togauge the frequency of this behavior (Richmond, 2000). Contemporary psychologists, communication specialists, scholars and management professionals are using the construct developed by Richmond and McCroskey (Richmond, 2003).

Present day non-verbal immediacy gestures are derived from the 30 behavioral notablesor cues which had a primary aim to squeeze a psychological and physical distance between the participants of communication. After study and research, the fundamental communication behaviors with respect to non-verbal immediacy are the diminution of proxemic distance, touch,eye contact behavior, facial expressions, head nods, gestures, body

posture, body movements, physical (body and head) orientation, and vocal expressiveness (Andersen, Andersen & Jensen,1979).

Theory of Non-Verbal Immediacy

Immediacy in its present state as a subject of study and the gestures, as defined in the modern-day communication are evolved from the hard work and keen eye of Albert Mehrabian.Considered to be the pioneer of the term and giving the earliest contribution to the field of immediacy (verbal), significantly and particularly the non-verbal immediacy (at a later stage) (Mehrabian, 1966), he has defined non-verbal immediacy to be the cues and feelings that createpsychological closeness between the participants of the communication process.

In his studies, Albert Mehrabian has concluded that individuals, in any form of communication give certain weightage to the immediate form of linguistic and non-linguistic messages (Mehrabian, 1966). His later studies prove that non-linguistic immediate messages aregiven a higher weightage in the communication process by interactants (Mehrabian, 1971).

Further, Approach Avoidance Theory taken from the environmental psychology field hasyielded the behavioral concept of immediacy. The concept interestingly portrays that individualsare inclined towards the behaviors which are pleasant to them and avoid the ones which are not pleasant (Russell & Mehrabian, 1978). In the theory, environmental stimuli play a vital role and influence the approach that the individuals take (Clark, Ezell, Clark & Sheffield, 2009).

Non-Verbal Immediacy in Organization

Communication style is defined by Norton as "the signals emitted by a person verballyand para verbally for extracting a literal meaning to be interpreted and implicated by the receiver" (Norton, 1978). Conceptual framework of communication style in organizational culture, to be specific, could be animated, dramatic, attentive, contentious, dominant, open, impression leaving or relaxed (Norton, 1978). Use of facial gestures, pitch of tone, posture, etc., gauge the energy level of an individual while engaged in a communication process and this coulddefine whether the communication is high-energy or low-energy communication. Employees generally make out the energy level of the manager without him uttering any words (Montgomery & Norton, 1981).

In a workplace, where there are people coming from various backgrounds including all the stake holders, communication process is a little tricky. Exhibiting general gestures, non- verbal cues can be a little difficult (Kurien, 2010). Since gestures hold significance and communicate half the message, people interpret the gestures, in certain ways. The decoding of immediacy can vary from person to person and culture to culture. It can let the message flow effectively or can lead to misinterpretation; therefore, efficient and controlled utilization of non-verbal gestures is a vital component in organizational communication (Bjorseth, 2002). Since businesses and people are not static resource, therefore, cues exhibited para verbally and non- verbally will have to be interpreted and appreciated in active and dynamic context in the organizational culture (Lewis, 2009).

Managerial Credibility

With the emergence of contemporary economic systems and globalization, a huge responsibility of playing certain roles has been put on the managerial level employees for sustainability and development. Communication development, shift in managerial perspectives, elevated competition, strategic management perspective sustainable significance of human resource development are some of the vital driving forces of organization (Trivellasa & Reklitisb, 2014).

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 wordsand gestures lead them to be effective and people extend their gratitude towards their managerialskills and decisions.

Conceptual Framework

Stephen Covey in his book "The Speed of Trust" has presented a model of Managerial Credibility in the organizational context. This model will be studied in our research in Pakistani context of organizational development through managerial credibility. The Four Cores of Credibility model is designed on the basis of two major components of credibility i.e. credibilityand effectiveness (Covey, 2005).

These four cores of credibility are integrity, intent, capabilities and results. Integrity andintent are the cores of credibility while capabilities and results are the cores of effectiveness. **Integrity** is integratedness and courage to act as per the individual and collective values and belief system. **Intent** on the other hand has to deal with the motives and agendas and how we exhibit our behavior towards them, in a broader spectrum. Together, they formulate the credibility of a manager in organizational context. The third one being **capability** is all about aspirations, attitude, talent, knowledge and style. Managers who exhibit capability, as their primeskill tend to be come competent and are credible. **Result** orientation is all about getting the right things done. Positive reputation is generated when employees achieve their set goals in the specific time. So, result is all about S.M.A.R.T goals (specific, measurable, attainable, relevant and timely) (Covey, 2005).

Managerial Credibility in Organizations

Managerial credibility in the organizational framework holds utmost significance. For managers to demonstrate their credibility, there are three areas where they could work on (a) showcase expertise (b) establishes and strengthen trust (c) build a personal rapport (Malshe & Ravipreet, 2009). Managers working with teams have to manage targets, human resource, materials and their overall placement in the organizational organogram. For this, they have to become self-reliant and motivated. Credibility of a manager plays a vital role in driving the organizationtowards success. Credible managers foster trust in the team, with their intent to

accelerate the team morale and integrity to each individual and team, as a whole (Murray & White, 2005).

Relationship of Non-verbal Immediacy and Managerial Credibility

Globally, the concept of non-verbal immediacy is under review in the organizations. There have been a few studies conducted which yield significance results of non-verbal immediacy behaviors in relationship to power use, supervisor sub-ordinate relationships, subordinate job satisfaction and credibility of the supervisor. Thus, non-verbal immediacy andmanagerial credibility holds significance.

One such study was conducted to analyze the impact of certain variables which includemanager's influence, non-verbal immediacy and gender on subordinate's perception of contentment from job, fondness and credibility of supervisor (Teven, 2007). The study was conducted on different scenarios of male and female managers exhibiting non-verbal and prosocial use of influence and thus sub-ordinates were asked to report their perception of supervisorson certain parameters including satisfaction, credibility of manager and the effect on their performance. The experimental design on a 2x2x2 model indicated that supervisor's non-verbal immediacy and power influences the sub-ordinates. Non-verbal immediacy has resulted in an impact on the credibility of the manager; however, it is a weak impact yet significant.

Generally, the concept of non-verbal immediacy was being studied in relationship between teacher and students. Especially in the west, primarily, it was studied to see the impact of teacher's immediacy behaviors on the students' performance with respect to teacher's credibility. One such cross cultural study was conducted in USA and Brazil. The students weretested upon to study the behavioral impact of teacher's immediacy and credibility. The results showed that in USA students, the perceived non-verbal immediacy of instructor was positivelyrelated to the competence, care and trustworthiness of the instructor and it had a significant impact. On the contrary, the Brazilian students yielded results that showed that instructor's non- verbal immediacy was positively related to competence and care only from the three facets of credibility. However, the Brazilian students' results were more significant as compared to that ofUSA (Santilli, Miller & Katt, 2011).

Gender Roles in Communication

Gender Role in Non-Verbal Immediacy

Often it is perceived that non-verbal immediacy is higher in females as compared to males. Biological sex plays a role in perceiving the non-verbal immediacy in general context. Males and females have varied type of gestures that they exhibit. It has a greater influence of theculture and society.

A study was conducted to ascertain the impact of different variables on the supervisor andsubordinate relationship. It included general likeness, credibility, non-verbal immediacy and perceived job satisfaction of the employees. The data was tested and same scenario was perceived in terms of gender difference as well between the supervisors as males and females. It generated the results which were slight opposite to our general perception. The

biological sex of the supervisor did not show any significant relationship to the criteria under study (Teven, 2007).

Another study was conducted in an undergraduate university class with a sample size of 256 students. The concept under study was the perception of likeness with respect to talking andperceived learning outcomes from the instructor with reference to the gender. The study results showed that students were indifferent to the gender or biological sex of the instructor with respect to the likeability in terms of non-verbal immediacy. However, learning outcomes show aslightly higher credibility of the instructor on the same gender as compared to that of opposite gender with respect to the non-verbal immediacy behaviors (Menzel & Carrell, 1999).

Several researches have been conducted to study the non-verbal immediacy with respect to gender difference. However, in the organizational framework, the study on the particular aspect is still less. Management researchers say that non-verbal immediacy, in today's competitive era is irrespective of gender biases, only in a controlled environments i.e. other factors remain constant (Madlock, 2006). However, Aries proposes that there is a difference in results yielded from the same study on the basis of factors influencing and shadowing non-verbalimmediacy in gender which may include nature of work, social role that the managers perform and general stereotypes associated with gender (Aries, 2006). Therefore, most of the studies show that gender is not an influential characteristic for the supervisor's perceived non-verbal immediacy. However, in Pakistani culture, we need more research on the data to support our hypothesis and objectivity of the variable under study.

Gender Role in Managerial Credibility

In the era of global organizational systems, where organizations are performing in regions more than one, the cultural impact on the organization's policy framework shall be a significant driving force. Organizations working with equal employment opportunities irrespective of gender biases tend to make policies and procedures which are flexible yet similar across the board (Menon, 2001). With the intervention of females in the mainstream leadership roles, male counterparts have a competition where they have to prove themselves. One of the aspects is managerial credibility. While managers drive their teams and achieve goals, their credibility, trustworthiness and integrity are a force that fosters the team's morale. Therefore, theyhave to be upright and deliver at par with the team's expectation. However, gender of the manager plays a vital role in his or her credibility for driving his or her team.

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 non-verbal immediacy on the credibility of mangers towards developing organizational excellence.

Leadership impressions and nonverbal communication in a superior-subordinate interaction based of social exchange theory derived results that superiors who show high status of nonverbal behavior emerge as more considerate towards their sub-ordinates. Similarly, in a role reversal, when the sub-ordinate shows a high status of nonverbal immediacy, the superior tends to show a considerate level of leadership performance,

however; the problem-solving and judgment capacity of the superior is not affected in any situation by nonverbal immediacy of the status (Remland, 2009).

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 non-verbal immediacy while the managerial credibility is a dependent variable. This research is focused on the managerial credibility and how non-verbal immediacy impacts the credibility of managers.

In this era of organizational growth, where enormous structures are being designed, developed and working on global level, the concept of Multi-national firms, has emerged with different levels of management and teams including cross-functional teams and virtual panels of human resource simultaneously working on projects more than one, which means reporting to and taking directions from more than one manager. In this structure of team work, it is a job not easy to interpret and decode messages communicated through and by the team leads.

Foregoing in view, we can easily interpret the significance of a manager's importance of the non-verbal immediacy, he or she exhibits while in the leading role.

Sample

The study is targeted towards the manger's credibility with respect to his/her non-verbal immediacy, 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 Instrument

The research on non-verbal immediacy 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 Nonverbal Immediacy, and Organizational Effectiveness and Credibility of Managers.

Nonverbal Immediacy - Self Report Scale (NIS-S)

The Nonverbal Immediacy Scale-Self Report (NIS-S) was developed by Richmond, McCroskey and Johnson (2003). It is a 26-items scale on a 5-point Likert scale ranging from 1 being Never to 5 being Very Often on the scale of agreeableness. The scale was developed as a mixture of positive and negative worded items to have a better understanding of the nonverbal behaviors being transmitted by the managers. Each statement for both the attributes was carefully designed to extract the behavioral aspect of managers. The scale is **reliable** with a Cronbach's α value to be 0.90 and above for each item and the overall scale of non-verbal immediacy.

The scale has been famous for its Self and observer analysis and thus it is chosen as a reliable and suitable measure for this study. Through different studies conducted previously with this scale, it has been registered that this scale, has a better **face validity** than any previous instrument, one reason to which is that this measure has more diverse items to gauge the non-verbal immediacy of the person being reported. Further, the Non-verbal Immediacy Scale – Self Report (NIS-S) is established to gauge the immediacy of the people being tested relative to their communication patterns. The developers of this scale have previously designed a few measuring tools for the non-verbal immediacy, as well, however, this scale caters for both self and observer report, therefore, traces of previous scales are also observed in this drawing of this scale.

Kelly and Westerman (2014) in their research with the Non-verbal Immediacy Scale – Self Report have concluded that the strength of Non-Verbal Immediacy Scale resides in the fact that it is behavior oriented and results are derived on the overall behavior of the sample being tested upon.

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).

Procedure

While this research is carried out through quantitative research method, the data has beencollected through primary data sources i.e. structured questionnaire developed on the basis of three instruments to gauge non-verbal immediacy, communication competence and managerial credibility respectively.

The study has been designed to gauge the impact of three variables on each other for themanagers in organizational setting; therefore, the questionnaire has been targeted towards participants who are performing in managerial roles. These managers were contacted by the researcher through various sources including professional contacts, formally seeking assistancethrough HR departments of various organizations and through training / conference platforms.

Then, the potential participants were briefed about the aim of research and the significance of their contribution in the study. Following that, those participants who agreed to be a part of thisresearch were given questionnaires. These questionnaires were distributed both through e-mail and print copy to be managed as per the comfort of the research participants. Out of 500 questionnaires distributed, the researcher received 268 valid responses which were complete inall respects and therefore, included in the study for statistical processing top analyze the scores.

Following the collection process, the data is further analyzed in accordance with the nature of research about the impact of non-verbal immediacy and communication competence upon managerial credibility and effectiveness through SPSS (v 22.0). 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-dimensionalfacets including analysis, implication, further research and development and most importantly result orientation by altering the management trends and work methodologies in specific organizational settings.

Ethical Considerations

The prime focus of this study is on analyzing the non-verbal immediacy and communication competence of managers which affects their credibility and effectiveness in organizations. This study is carried out using primary data collected through questionnaires andanalyzing the results in concurrence with the secondary data gathered from various sources including past researches, articles, reviews and book sections.

Since the data collected through primary sources is targeted towards the individual behavior, it is evident that the data extracted for research requires its secrecy to be maintained and certain level of confidentiality to be upheld. Therefore, individuals who agreed to be part of the research were explained the purpose of research before opting in and keeping in view the ethical consideration, they were informed about the use of data for this particular study.

Further, a written consent formally structured defines the paradigms of the usage of data and maintenanceof the secrecy to the extent that the data will be in custody of the researcher only and not used byany other source or provided to any firm/ research organization for further study, theory development or cross-checking at individual or team level.

Restatement of Problem

The study on Non-verbal Immediacy augmenting the Credibility of Managers in Developing Organizational Excellence is designed with a motive to analyze the managerial behaviors specifically with respect to their facets of non-verbal immediacy. 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 variable 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 etc. In these strata, they sub-samples are further chosen on the basis of simple random sampling.

In order to study the non-verbal immediacy of managers in developing organizational excellence, various research tools and instruments were used. Non-verbal Immediacy is gauged by using 'Non-Verbal Immediacy – Self Report Scale' developed by Richmond, McCroskey and Johnson (2003). This research tool is exclusively developed for self-assessment of non-verbal immediacy of the individuals being reported upon. 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 whereas 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 non-verbal immediacy 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 non-verbal immediacy 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 finds and 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 Non-Verbal Immediacy as predictor of Managerial Credibility in Organizations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.245[a]	.060	.056	10.424

a. Predictors: (Constant), NVI

One Way ANOVA [b]

Table 3

One Way Analysis of Impact of Non-Verbal Immediacy on Managerial Credibility

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1844.811	1	1844.811	16.977	0.0001[a]
	Residual	28905.290	266	108.667		
	Total	30750.101	267			

a. Predictors: (Constant), NVI

b. Dependent Variable: MC

Coefficients [a]

Table 4

Prediction of Managerial Credibility from Non-Verbal Immediacy

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	77.620	1.070		72.575	0.0000
	NVI	.249	.060	.245	4.120	0.0001

a. Dependent Variable: MC

Group Statistics

Table 5

Group Statistics of Non-Verbal Immediacy for Males and Females

	Gender	N	Mean	Std. Deviation	Std. Error Mean
NVI	Male	210	14.47	10.280	.709
	Female	58	13.33	11.569	1.519

Independent Samples Test

Table 6

Independent Sample T-Test for Non-Verbal Immediacy 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
NVI	Equal variances assumed	.361	.548	.730	266	.466	1.144	1.568	-1.943	4.231
	Equal variances not assumed			.682	83.488	.497	1.144	1.677	-2.190	4.478

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 in this research was that Non-Verbal Immediacy has an Impact on the Managerial Credibility in Organizations. This hypothesis was **accepted** that the Non-Verbal Immediacy impacts the Managerial Credibility. However, the results show that it is not a significant impact. Therefore, altering the Non-Verbal Immediacy factors will not have a significant change in the Manager's Credibility.

Second hypothesis is designed to study that Non-Verbal Immediacy is Greater in Females as compared to Male Managers. Results show that this hypothesis is **rejected** because Females do not show a higher degree of Non-Verbal Immediacy in management positions in contrast to male managers.

Discussion

The purpose of this study was to find out the impact of non-verbal immediacy 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 non-verbal and para 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 HR 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 (non-verbal immediacy) and its impact on managerial credibility which was discussed and experimented upon by a few researchers and renowned management professionals around the world. 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, 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: Non-Verbal Immediacy (behavior) impacts the Credibility of Managers within the Organization

The hypothesis states that Non-Verbal Immediacy has an impact on the Credibility of Managers within Organizations. An alteration in the Non-Verbal Immediacy may have a direct impact on the Managerial Credibility. This hypothesis was tested using a Non-Verbal Immediacy scale (Self Report) and Managerial Credibility Scale on 5-point Likert scale respectively. On SPSS, the data was analyzed using Linear Regression Analysis.

The results show that the value of R^2 is .060 (see Table 2) which indicates the total variation in Managerial Credibility (Dependent Variable) by altering the Non-Verbal Immediacy (Independent Variable). However, we see that this impact is only 6%, which is very little. Therefore, the hypothesis is accepted that Non-Verbal Immediacy has an impact on Managerial Credibility but it is weak impact.

Similarly, the Regression Model (see Table 3) predicts the statistical significance of dependent variable. *p<.001* is less than the *alpha* (0.05) which indicates that the Non-Verbal Immediacy (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= 77.620 + 0.249 (NVI)

The Handbook of Interpersonal Communication states that non-verbal cues have a direct impact on persuasion, compliance and hiring decisions, however, if we observe it with respect to attraction and factors of credibility, the impact of immediacy is weaker with respect to enhanced credibility or integrity and intend (Knapp & Daly, 2002).

In a script, Burgoon and Gregory state that impression management theories have two basic aims; first one being the management of impression of likeliness and attractiveness and the other one management of impression of credibility and power. If we analyze the second aim and most significantly, the impression management of credibility, we see that general classes of non-verbal cues like attractiveness, warmth, dominance and postures have somehow showed the credibility in a positive direction (Burgoon & Gregorey, 2002). However, more studies on managerial subjects could reveal the degree of this impact, in the times to come.

Hypothesis 2: Non-Verbal Immediacy is higher in Female Managers as compared to Male Managers

The hypothesis states that Non-Verbal Immediacy is higher in Female Managers as compared to Male Managers. Immediacy may differ in the context of gender in the organizational setting. This hypothesis was tested using a Self Report Non-Verbal Immediacy tool on 5-point Likert scale. On SPSS, the data was analyzed through Independent Sample T-Test for Non-Verbal Immediacy among Male and Female Managers.

The data was analyzed on a sample of 210 Male Managers and 58 Female Managers who were the participants of the study. The results on SPSS revealed that on a confidence interval of 95% when the data is being tested, the value of significance (one-tailed) is .548 (see Table 6) which is greater than alpha .05 thus equal variance is assumed. Further, the mean difference is 1.144 for both the conditions; therefore, it is proved that the Non-Verbal Immediacy is not higher in Female Managers as compared to the Male Managers, in this study.

Several researches have been conducted to study the non-verbal immediacy with respect to gender difference. However, in the organizational framework, the study on the particular aspect is still less. Management researchers say that non-verbal immediacy, in today's competitive era is irrespective of gender biases, only in a controlled environments i.e. other factors remain constant (Madlock, 2006). However, Aries proposes that there is a difference in results yielded from the same study on the basis of factors influencing and shadowing non-verbal immediacy in gender which may include nature of work, social role that the managers perform and general stereotypes associated with gender (Aries, 2006).

Further, it is evident from the literature that studies conducted previously show an obvious result that biological sex or gender of the managers does not impact their non- verbal immediacy in organizational context and both males and females can be excellent managers and show equally accurate non-verbal immediacy behaviors in particular situations (Andersen, 2006). (Teven, 2007) supports the idea that gender does not impact the credibility and non-verbal immediacy upon the managers. None is superior over another as per his research. His idea supports that gender difference is not an influential characteristic for non-verbal immediacy in the managerial roles.

Conclusion

The basic aim of this research was to analyze the impact of non-verbal immediacy and communication competence on the managerial credibility in organizations. From the literature, ithas been established that all the variables in this particular study are under focus for a long time, in one form or another. Management professionals, researchers and gurus of the field, all over the world, are contributing their effective inputs with researches about these variables. As we seethrough literature that the studies about communication competencies (non-verbal and verbal) astwo separate variables in the context of managerial credibility and organizational success and excellence are still fewer.

Management globally is evolving. Societies are developing themselves in the field of management and with the advent of competition in corporate sector; the industries as whole are undergoing revolutions. Each society with respect to professionalism develops itself on certain principles and schools of thought and shapes its management practices around that considering the psyche of that particular society, its value system, history, significant principles and socioeconomic factors. However, each school of thought is distinct and has its unique features and cannot be replicated to any other society as a management goal. Communication in all its forms significantly is distinct characteristic of each society. Extracting meaning out of communication patterns ranging from non-verbal to para verbal and verbal communication variesfrom region to region. Therefore, studies with respect to communication and associated variablescannot necessarily be true everywhere. They may generate similar result for one or two (closely related) cultures but cannot be generalized point blankly across the world.

With the advent of multi-national companies, businesses going global and virtual teams,organizations have to put in a lot of efforts towards developing cultures and policies which are flexible and result oriented. East and West are no longer two classical parts of the

world but it has become a global village and this oneness has given rise to modern day management.

Managers are no longer associated with getting the work done but management today is definedas delivering output. The concept of result orientation on a global level has complicated the systems on one hand but on the other hand it has dissolved some pigeonholes and stereotypes. Gender differences and quota system has slowly diminished and the concept of equal employment is taking its place. Similarly, biases are being curbed by introducing transparent performance evaluation systems.

This study has taken up some important components of management as variables and studied the independence and interdependence of these variables. The results show that non-verbal immediacy has an impact on the managerial credibility. However, the impact has been found as weak. Similarly, the results discussed above show that gender stereotypes are not a strong factor for non-verbal immediacy however, it can be associated with managerial credibility. These results are derivedfrom a limited data collected and apply to the Pakistani corporate culture and they cannot be generalized.

Limitation of the Study

Further, the questionnaire designed considers, only one side of the coin. To have a deep analysis, it is effective to study the observer side of the responses as well. Non-verbal immediacy or communication competence, perceived is a little deviated from the actual competencies or factual results. For example, in literature also, we see that the study conductedon males and females about communication in their language says that females perceive themselves in a certain pattern and thus over estimate their abilities, which is not true, when results were interpreted. In a future study on the similar combination of variables, it will be effective to add a element of peer review or 360 degree evaluation which will lead to some eyeopening results or it may also justify and strengthen the results we have got during this study.

Choice of samples plays a vital role in the results. We focused on the managers in this study who are in managerial roles in their capacity. A similar study can be conducted with top level management and consider their perception. Further, elements like leadership role, training and cross functional learning or overall development of the managers with respect to human skills can be considered or future study and research.

Study sample in this research was managers from different walks of professional fields. Itcan make it difficult to generalize the results. In future, management professionals' only or senior leadership can be made part of the study for better understanding of the communication mechanism existing in the organizations. This will also lead to suggestions on policy frameworksin the field.

Overall, the study design is effective; however, like every study, it has its limitations, which if addressed, can lead to new horizons of research in the field and generation of exploratory dimensions leading to new conclusions. Also, organizations can minimize these limitations in their organization and study the relationship of these variables for designing theirfuture course of action.

Study Implications

The concept of non-verbal immediacy with respect to managerial credibility in organizations is studied using a primary data from public and private sector organizations of Pakistan. The study sample involved 268 employees, both males and females working in different industries, managerial levels and roles. This study has collected datafrom corporate culture prevailing in Pakistan, therefore it has vital implication and it can affluence the organizational practices.

The study forms a framework for the management in corporate sector to know and practice better communication at all the levels. Lateral and diagonal communication is still a newer concept in most of the local firms. Enhanced managerial credibility can be achieved by practicing communication at different levels. This will smoothen out the differences raised on thebasis of status as well as lead to shrinking the gaps between upper and lower tier of management.

This study is a relatively new concept in our country, it holds significance and can arisenew questions and pave ways for further research. Another aspect to this study's implication is that it can be used as exploratory research and replicated with larger sample size at specific industrial level. This way, the results generated can be used to set parameters and framework ofeffective management for the particular industry.

Training is another perspective where the study can be used effectively. Organizations can imply results from this research for developing organizational trainings and for training needanalysis. Communication and managerial skills hold importance and these skills need to be polished and updated along the way as per the management practices and global challenges. Thisway, the study can be helpful to managers in understanding and highlighting the skills required in team members and can work on achieving results by skill development. Leader sub-ordinate relationship holds an importance in effective team work. Effective communication leads to managerial credibility, this established fact can be taken further to develop smooth functioning and communication channels between team members on both formaland informal levels. Creating space, having frequent communication exercises and breaking barriers can make achievement of goals easier than before.

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 futuredevelopment by the organizations in Pakistan.

Future Direction

Initially, future research can allow more time, increased proportionate sample and widerange of professionals to be significant elements for research. This can bring about further penetration into the study and bring out originality of results particularly from Pakistani industrial setup.

Then, our management systems and concepts can also be made a part of the research asa comparative variable. By using a mixed method approach, referring to previous studies conducted and having an analysis of the effectiveness of our policies, future research in the field with same variables can further affirm these results and it can also bring about new information for organizations to adapt.

As stated earlier, a similar study can be conducted with management professionals, organizational leadership and consultants of the core field, as study sample to have a multi-dimensional review of communication and managerial credibility.

Finally, leadership style of the managers can also be considered in future as a reference point for their preferred communication strategy and the same may be studied in the context of world views. Flow of organizational communication (upward, downward, diagonal, lateral), organizational credibility and employee ownership of team can be added to the scope of research.This can give a direction to the management and seek significance of internal characterization of leadership roles and team psyche.

Concluding Statement

The results of the study as proved statistically and through literature show that non-verbalimmediacy has an impact on the augmentation of managerial credibility. However, this impact is relatively weak but significant. Managers, in organizations can work on their self-development with respect to their communication and thus can improve their credibility and develop an aura of trust among their sub-ordinates, peers, team and supervisors. This, as a whole, can bring about a positive shift in the overall efficacy of the organization. Individuals will be conscious of their efforts as they will take personal responsibility of their actions in their capacity. They will be able to better comprehend and gaugethe impact of their non-verbal, para verbal and verbal communication, which will strengthen their credibility, enhance their performance and develop them as productive and integral human resource. By creating individual ownership of actions and performance driven teams lead by competent managers, organization will flourish and pave ways towards excellence and emerge asan icon of credibility and triumph in the industry.

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