Business Executive Communication Plan of Some Private Business Concerns in Pakistan: the importance of Attitude, Culture, Leadership and other Factors

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Abstract: According to recent surveys, businesses and HR professionals in the job market require a variety of contextually suitable and successful communication training packages. However, there isn't much information in the current literature about how to create a corporate executive communication development programmed that is efficient, thorough, and sustainable. In order to establish a better communication development programmed for corporate leaders, this study offers the idea of a complete communication package (TCP). To explain the idea of TCP to HR professionals, this qualitative study leverages the interview data from 15 senior executives from Pakistan's banking and telecommunications industries.

Keywords: communication skills, private business executives, leadership, culture, attitude

1. Introduction

According to the existing human resource management (HRM) literature, communication competence is one of the most crucial soft skills for corporate leaders (Akhter, Khan, & Hassan, 2009). However, the methods for developing an effective communication training or development programmed for corporate leaders have seldom been investigated. There is also a scarcity of high-quality research on the intricacies of communication skills in developing countries where English is a second language yet is utilized as the dominant medium of communication in commercial organizations. This study offers the notion of a complete communication package based on the findings of in-depth interviews with 15 corporate leaders to unravel the complexity and specific demands on communication training and development programmers in Bangladesh. Regardless of their positions or levels, business executives spend a large portion of their working hours communicating since they accomplish tasks by and with other people, and effective communication is a must for this process. According to estimates, communication takes up at least 75% of each workday at all organizational level. Business executives nowadays need to possess leadership skills. According to empirical study, good communication and successful leadership are positively correlated (Lesikar, 2002).

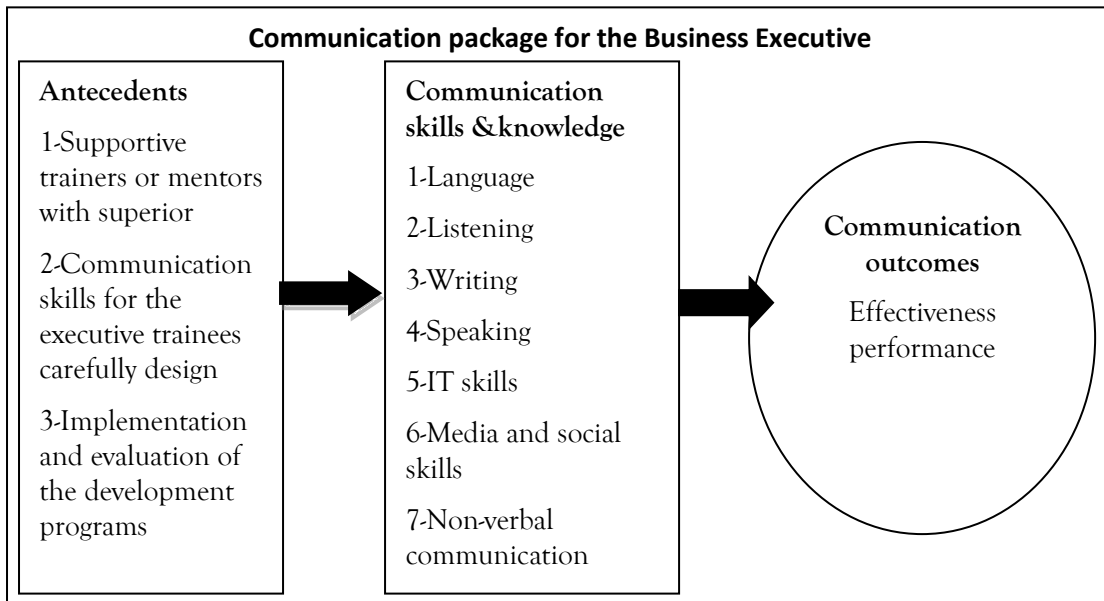Two main research questions drive the present investigation:

(1) What knowledge, skills, attitudes, and other elements relating to communication are thought to be significant in the context of Bangladeshi business organizations and why?

(2)How do this knowledge, skills, attitudes, and other characteristics affect how Bangladeshi business executives communicate?

2. Literature Review

Benneta and colleagues (1986) employed a listening effectiveness assessment to assess managers' reported listening competence in a professional management association in the United States and Canada. The study discovered statistically significant differences in training and gender, but minor differences in age. Dowd and colleagues (1994) performed a research among MBA applicants in "What Corporations Seek in MBA Hires: A Survey" and discovered that communication competence is the most essential quality for 85% of recruiters. Swanson and colleagues (1994) asked 500 undergraduate and graduate students in "Business Communication: A Highly Valued Course in Business Administration" to rate all fundamental business courses, and business communication was placed top among all core courses. In accordance with previous corporate communication literature, Iksan et al. (2012) emphasized the importance of universities in preparing graduates to meet labor market expectations. According to Akhter, Khan, and Hassan (2009), executives have favorable perspectives regarding the value of executive communication courses. The majority of executive responders had undergone communication training and was disappointed with it. Similarly, Paksoy, Soyer, and alik (2017) claimed that communication is an important executive ability and that manager-employee communication is essential for good management. According to Smith (2017), communication is critical to the advancement of both people and corporate organizations, and bad communication results in financial loss. It was said by Sistrunk, F. (1971) in "Managers as Writers" that management writing takes place in a certain setting. In order to comprehend management writing, it is crucial to evaluate the relevant studies. Moss (1995) conducted a study on chief executive officers and directors of personnel or training for "Perceptions of Communication in the Corporate Community" and discovered that the respondents valued oral communication in front of a small group, believed communication principles should take precedence over letter and memo formats, and valued reading, editing, and grammar skills highly. Fisher and Ann (1998) did a research with 1000 employers in the "The High Cost of Living and Not Writing Well" book.Researchers summarized 29 papers and studies in "Communication Change: Ideas from Contemporary Research" by Welch and colleagues (1999) to aid communicators in influencing leaders. The influence of communication in virtual workforces was investigated by Kandath and colleagues in "Communication Behaviour of Virtual Workforces" (2003). It was also noted whether communication procedures and approaches are appropriate for virtual workforces. Issues in contemporary ethical communication were discussed by Bowen in "The Business of Truth - A Guide to Ethical Communication" (2006). In this work, the researchers looked at the ethics training practitioners receive, how often they receive it, and how they feel about it. They also looked at how their organizations measured up in terms of ethics and how they behaved in accordance with the organization's conscience.In "Survey of Generational Communication Differences around the Globe" (2009), tendencies of industrialized nations and emerging economies regarding corporate communication with varying ages were discovered. The "Application and Implementations of New Media in Corporate Communications: An Action Research Approach" by Hearn and others (2009) noted that developments in new media and web technology are making it simpler for organizations, their employees, and other interested parties to participate in the creation and management of content.

Figure#1

Communication package for the Business Executive		
Antecedents 1-Supportive trainers or mentors with superior 2-Communication skills for the executive trainees carefully design 3-Implementation and evaluation of the development programs	**Communication skills &knowledge** 1-Language 2-Listening 3-Writing 4-Speaking 5-IT skills 6-Media and social skills 7-Non-verbal communication	**Communication outcomes** Effectiveness performance

Teachers, trainers, and business executives are likely to place more emphasis on difficult communication skills like speaking, writing, listening, and reading in English while neglecting other crucial communication topics like non-verbal communication, cultural sensitivity, and attitude in training and development programmers. We have therefore identified a wide range of communication skills needed for business executives as well as some other significant factors that may influence the effectiveness of the communication process in a business organization based on the review of the extant communication literature (see Figure 1). A comprehensive framework for the development of communication capabilities in business organizations, particularly in such contexts, is needed to achieve a wide range of long-term communication outcomes. Our study aims to recommend such a communication package to Pakistani business executives, human resource managers, educators, and trainers.

3. Methodology

This qualitative study explores the idea of CP and suggests a framework for the development of sustainable communication capacity for HR practitioners using information gathered from 15 senior executives in the banking and telecommunications sectors throughout Pakistan. In a Pakistani bank or telecommunications company, the responders have at least two people directly reporting to them and more than five years of experience in senior executive roles. Additionally, all of the chosen responders have at least a Masters-level academic degree. The list of questions for the semi-structured interview was created with the communication knowledge, abilities, attitudes, and other aspects in mind. Following transcription of the voice recordings from these in-person interviews, the data was analyses using a thematic technique to pinpoint the major themes. To guarantee dependability, the themes were separately verified by two researchers who also independently analyzed the data.

Profile of Respondents:

S. N	Industry	Designation and Department	Gender	Job. E	Academic Degree
01	Banking and Financial	Deputy Manager	Male	05	MBA (Marketing)
02	Banking	Branch Manage	Female	10	
03	Banking	Branch Manage	Male	13	MBA (Finance & Banking)
04	Financial Institute	Human Resources Manager	Male	06	MBA
05	Banking and Financial	Deputy Manager	Male	08	MBA
06	Banking	Branch Manage	Male	26	MBA (Marketing)
07	Banking	Deputy Manager	Female	13	MBA
08	Telecommunication	General Manager	Female	05	FCMA
09	Banking and Financial	Assistant Manager	Female	07	MSS
10	Financial Institute	First Assistant Vice President	Male	22	MBA (Banking & Insurance)
11	Financial Institute	Vice President	Male	31	MBA (Marketing)
12	Banking and Financial	Senior Assistant Vice.Pr	Male	12	MBA
13	Telecommunication	Customer Experience	Female	11	FCMA
14	Telecommunication	Manager, Insight	Male	21	MBA
15	Banking and Financial	Senior Assistant	Male	11	MBA (Banking & Insurance)

4. Findings and Analysis

The study's findings are organized into four main sections that centre on three core "a priori" and "posteriori" themes: (1) communication knowledge, abilities, and attitude; (2) additional variables impacting the contents and process of communication and (3) communication results. Table 2 lists some of the main objectives, challenging inquiries, significant discoveries, and themes that emerged from the replies.

Interview Schedule and Major Findings-Related Themes:

Key themes	Probing questions	Themes emerging from the response
Language	1. Does your company place the highest priority on English language competency when evaluating candidates for executive positions and making choices about promotions for executives?	Includes both affirmative and negative replies, with more organizations recognizing English as one of the most important communication skills.
Knowledge	2. Do you believe it is crucial to build an organization's communication ability to understand the communication process and expected results? Explain 3. How might this understanding of the communication process and result be enhanced or developed, in your opinion? 4. Are these knowledge objectives guaranteed by the existing educational programmers? If not, why not?	A thorough understanding of the communication process is crucial, according to the majority of respondents. An undergraduate and graduate level course on effective business communication (one of each). Written, oral, and nonverbal business communication should be covered in three (03) courses. -Current educational initiatives don't always provide the knowledge results that organizations want. In addition to business communication classes, faculty members' attempts to enhance students' communication skills in other courses are crucial.
Skill	5. Which communication abilities are crucial to your daily operations?	Verbal Communication Non-verbal Communication
	6. How can these abilities be improved the most?	Speaking, projects, simulations, discussions, report writing, and presentations in other classes Communication Skills Training Direct Supervisor Mentoring Teamwork. Direct supervisors serving as role models. The CEO serving as a role model incentives for best communicators
	7. Are these results guaranteed by present programmers? If not, why not?	The majority of the reactions are unfavorable. Lack of awareness, educated and training assessment were the main causes.
Attitude	8. What mentality in an organization is necessary for good communication?	The most critical quality for CEOs to have is the ability to communicate effectively and efficiently. We should take necessary steps to improve our and our executives' communication abilities. Employee communication abilities are strategically important.
	9. What attitude is required of participants in communication training and development programmers? 10. Do present development programmers guarantee these outcomes? What is your reasoning?	Communication skills are the most crucial talents for executives to have in order to accomplish their jobs successfully and efficiently. Because training gives an opportunity to learn, if we strive to learn truly through communication training, we will be able to gain knowledge and skills in communication. -Present programmers do not emphasize attitude.

All respondents felt that understanding the communication process and desired results are just as essential as building the communication capabilities in an organization that is currently weak. They highlighted knowledge about the successful communication process and intended results as critical for ongoing and future communication skill and capacity growth. Respondent 1 stated, "Without

knowledge, it is impossible to develop skills, and both personnel and organizations will suffer in the competitive market in order to survive and get results from their performance as well as achieve their goals." Similarly, respondent 8 responded, "First and foremost, knowledge is essential for skill development." There is no way to expect them to operate as expected without sufficient understanding. Respondent 10 emphasized the link between knowledge of the communication process and outcomes and organizational performance in the following statement: "As human beings, we need communication skill in every step of our life to build up public relationships, which is especially important in the business sector to provide excellent customer service." If there is a mismatch between communication knowledge and the value of results, the correct information cannot be conveyed to consumers, stakeholders, and clients. Such knowledge would educate staff on how to improve their needed communication abilities." Respondents also identified communication ability as a "major criterion for career development, particularly in the service industries." It is critical for an employee to be a competent communicator in all aspects. An employee cannot advance in his or her career unless he or she has the ability to communicate." Many respondents cited communication ability as critical "for multinational companies with multidimensional people from different countries." The Academic Role In response to the question of whether current education programmers in Pakistan ensure the required communication knowledge, only four out of fifteen respondents answered affirmatively, while the majority stated that current academic curricula fail to effectively address the job market demand for communication knowledge and capability, and one responded negatively.Communication skill development classes in schools should be included. They stated that there is disconnect between the educational programmers and the environment of the institutes. Some respondents said that the existing educational system needs to develop the framework of the evaluation process and teaching methods. According to the respondents, more practical knowledge and industrial practices should be integrated into education and teaching methods through presentation, case studies, industry visits, training sessions, seminars, and job fairs to improve students' practical knowledge rather than just theoretical contents in order to improve their communication outcomes, which will also help shape their future career path. Each organization has its own communication strategy and code of conduct. They also receive mentorship from their supervisor, which assists them in identifying knowledge and skill gaps and addressing those gaps through training. Other respondents stated that they have a post-training assessment mechanism in place, and that trainees are required to show their training modules to other workers in order to share information. According to R-14, "business executives frequently present their ideas in front of large audiences, which eventually develop their communication skills." Through cooperation, role modeling, and training courses, management also organizes various types of communication courses and training to develop workers' presenting and public speaking abilities. Knowledge and Experience with Digital Platforms Many respondents mentioned making good use of internet channels.The corporate leaders who attend such trainings must also have a good attitude towards these programmers for training or professional development and the significance of enhancing their communication knowledge and abilities. Some respondents emphasized the importance of having a good learning attitude and being able to adapt to different cultures at work, and they linked these attitudes to past academic institution membership. These employees can also find free training and courses that are online based and easily accessible on their own. There is a lot to learn.

Key themes	Probing questions	Themes emerging from the response
Organizational Culture	11. Do you believe organizational culture has a role in successful communication? 12. What kind of organizational culture is conducive to successful communication?	All participants gave their approval. Trust between team members is necessary for effective communication; else, information may be misrepresented. Executive incentives for superior communication knowledge, abilities, and attitudes. Executives' trust in their companies' commitment to offering rewards for superior knowledge, abilities, and communication attitudes. Setting an example as a direct supervisor direct supervisor mentoring. Setting an example as CEO. Setting aside the necessary funds for communication training. To develop communication abilities, leave is necessary for an educational programmed.
	13. Do you believe that organizational leaders can assist or improve the results of communication development or training programmers? Yes, but how?	Allocating the necessary funding for communication skills training - Ensuring efficient communication skills training need time off for studies to boost communication abilities -Assuring the communication training will provide the appropriate return on investment (ROI). -Role modeling for communication skills by the immediate supervisor -Direct supervisor mentoring for communication skills -Leader role modeling in terms of communication abilities Executives can receive rewards for having great communication knowledge, skills, and attitudes (KSAs). -Executives' trust in employers' commitment to offering rewards for strong communication knowledge, skills, and attitudes (KSAs). -Trust between team members in one another; else, communication will result in skewed information -Continuous assessment of CEOs' communication abilities and subsequent decision-making based on it.
Other factors	14. What additional internal or external elements and actors are crucial for ensuring and maintaining the results of programmed that develop communication skills? 15. Do you believe that emotional intelligence and cultural sensitivity are essential for effective communication? Explain.	There are other additional aspects, including emotional and cultural intelligence.

Other Influences on the Communication Process and Contents the atmosphere, culture, and work system of their organization were cited by several respondents as significant factors in the success of the communication efforts. R-09 said that via "learning and development programmed, training, brain storming, job rotation, presentations in meetings, public speaking and town hall presentations, among other things," their organization fostered and helped establish an effective communication culture. They also provide additional chances, such internal and external training in collaboration, communication, and mentorship. In order to promote ongoing review and enhancement of communication capacities,

several respondents emphasized the need of maintaining an open, encouraging, and trusting atmosphere inside the organization.The HR Managers provided information on their job and initiative to enhance employee communication to the researchers. According to R-07, "Our organization allocates budget each year, amounting to 20% of the total budget, for improving employee communication." After conducting a Training Need Assessment, the organization offers training and other forms of financial assistance to help employees gain the skills needed to accomplish their jobs effectively. Another HR manager R-3 said that "we got suggestion from the trainer that there should be a strategic unit for communication skill development- meaning an individual department which may have separate identity to ensure greater impact" Some HR managers claimed that their department educates corporate leaders about the value of good communication through orientation programmed to create the proper designed programs. The respondents said that in order to foster and maintain communication inside an organization; a successful leader has to have strong relationships with peers and a positive organizational culture. They must allocate enough money for employee development programmed and set up frequent chances for public speaking and presentations, which will assist staff members enhance their communication skills and put what they have learned in training to use. The greatest performers who have strong communication skills and a willingness to learn should be given the appropriate incentives by leaders and the HR department. Additionally, the leaders should actively mentor the company executives by serving as role models, paying attention to their daily actions, and giving them timely feedback to help them develop their communication skills.

Key themes	Probing questions	Themes emerging from the response
Communication outcomes	16. What metrics do you use to assess the results of good communication? 17. How do you evaluate the success of a programmed for improving communication skills? 18. What additional elements, outside the quality of the training or development programmed, may help to achieve such results? 19. Do you believe that leaders' communication abilities have an impact on the strategic successes of their organizations? How?	The rating method and evaluation criteria were widely disliked by the respondents. Numerous additional elements, such as the trainer's competency, have been recognized as deterrents. The results overwhelmingly demonstrate that leaders' communication abilities frequently directly influence organizational outcomes and the growth process.

The majority of respondents noted that while developing and assessing the efficacy of a communication development programmed, the identification or selection of desired and appropriate communication objectives is extremely crucial. The existing methods, however, mostly concentrate on the surface standards for such evaluations or simply evaluate the immediate effects, such as an increase in speaking fluency, etc. By assessing the entire system and process of communication, rather than just the contents, the respondents placed a strong emphasis on identifying methods to enhance the overall communication package. Because the improvement in organizational results is seldom quantified in connection to, the majority of respondents also stated that the existing assessment procedure ignores or fails to reflect the final impact of allegedly better communication skills among company leaders.

5. Discussions and Conclusion

In focusing on both the soft and hard skills of communication and its significance on the performance of company leaders, our findings mainly confirmed the existing and key business communication literature. The importance of Bangladesh's tertiary education system and curriculum in fostering the development of both soft and hard communication skills was also highlighted by our respondents. The most crucial hard communication abilities in commercial organizations in Pakistan have been recognized as the English language and IT skills (Revell, 2007, Groysberg&Slind, 2012, Drussell, 2012; Walther &Valkenburg, 2017). The results of Johnson and Bechler (1998), Luthra and Dahiya (2015), Decker and Mitchel (2017), and Whitener et al. (1998), as well as those of Luthra and Dahiya and Decker (2017), confirm the significance of trust, leadership, organizational culture, and environment.No gender-related problems that could have affected the course or result of communication were found by our research. Because most of our respondents were men, there may have been fewer insights into how gender affects the communication process and results. Future study that is more thorough could examine this problem. The majority of respondents saw communication as a multifaceted process rather than merely a set of abilities that might instantly improve an individual's performance, which is a significant result from our research. Similar to Zerfass and Viertmann's (2017) theory, effective communication is also typically seen by our respondents as an organizational capability that must be maintained and nurtured in the culture to ensure greater and sustainable strategic outcomes. The study can assist employers of local private company concerns in Pakistan understand what their executives anticipate in terms of the necessary communication skills for effective job performance. The study can also be beneficial for academicians in the field in terms of expanding their knowledge and understanding of how to build and teach communication courses that incorporate the practical application of such abilities for professional job delivery and career success. The results of this study can serve as a springboard for further investigation into the link between executives' communication abilities and their work performance as well as the significance of cultural influences and adaptability in the creation of training materials and their delivery.

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