ENGLISH AS LINGUISTIC CAPITAL
IN PAKISTANI JOB MARKET: A COMMUNICATIVE
COMPETENCE PERSPECTIVE

BY

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Candidate of **<u>Doctor of Philosophy</u>** at the National University of Modern Languages do hereby declare that the thesis **English as Linguistic Capital in Pakistani Job Market: A Communicative Competence Perspective** submitted by me in partial fulfillment of PhD degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Due to global corporate culture and emerging business trends, communication has become very important for the employees involved in management of different types. This rising trend has influenced Pakistani corporate sector as well. However, in Pakistani job market and corporate set-ups, proficiency in English alone is taken as competence in communication skills; whereas, other important aspects of communicative competence have been overlooked. there is a lack of adequate research from the point of view of Linguistics. Moreover, the research studies that have been carried out concerning Pakistani job market are from the point of view of Management and Organizational Behavior and none from the linguistic perspective. The current research is an attempt to find out the relationship between English as linguistic capital as part of Communicative Competence and employees' job performance via job satisfaction and promotion in Private Corporate Sector Organizations of Pakistan. As theoretical framework for this study, a hybrid model has been established by combining the model of communicative competence by Celce-Murcia (2007) and the model of types of Capital by Bourdieu (1986). Hybrid model of communicative competence includes competence in five areas viz. Socio Cultural, Discourse, Linguistic, Formulaic and Interactional. The current study considers competence in English as Linguistic competence that serves as Linguistic Capital. To see the effect of communicative competence on the employees' performance, i.e., job satisfaction and promotion, both quantitative and qualitative approaches have been used. For the quantitative data, two questionnaires have been developed whereas qualitative data has been gathered through semi-structured interviews. A sample size of 235 respondents was used from tertiary level corporate organizations; this included 110 respondents from sales organizations including beverages, garments and electronic industries. From services sector, the sample included 125 respondents from telecom, banking, and hotel industries. Results from the study clearly indicate that there is a direct link between employees' communicative competence (as indicated in the hybrid model) and their job performance and job satisfaction. Moreover, competence in English serves as Linguistic capital in corporate sector organizations as it plays a decisive role in appointments and professional progression.

Keywords: Communicative Competence, Linguistic Capital, job performance, job satisfaction,

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LIST OF ABBREVIATIONS

JS………………………………………………………..……Job Satisfaction

CC……………………………………………………Communicative Competence

CCE…………………………………………..Communicative Competence in English

ACKNOWLEDGEMENT

DEDICATED

TO

MY LATE FATHER

FOR HIS UNWAVERING LOVE AND SUPPORT

THROUGHOUT THE

COURSE OF MY LIFE

CHAPTER 1

INTRODUCTION

The current study aims at ascertaining the relationship between English as linguistic capital as part of Communicative Competence (CC) and employees' job performance (JS) via job satisfaction and promotion in Private Corporate Sector Organizations of Pakistan For the current study, the model of CC presented by Ceclé-Murcia (2007) has been employed.   Linguistic capital, on the other hand, is the term taken from model of Capital presented by Bourdieu (1986). He regards language as a linguistic capital that has an exchange value.

Corporate sector organizations are the organizations that work for generating revenue. They are important segments of a country's economy. Following are the three major types of corporate sector organizations:

- the primary sector (dealing with raw materials)
- the secondary sector (dealing with manufacturing goods)
- the tertiary sector (dealing with sales and services

For the current study, only tertiary level corporate sector organizations, dealing with sales and services are studied. On the other hand, since the current models of CC do not account for English specifically and take language in general terms, a hybrid model consisting of elements of both the models of Capital and CC is used as framework.

1.1   Background of the Study

With the emergence of global multinational corporate culture due to technological advancement, satellite links, emails and latest computer applications, good communication skills have become important for people involved in the management of different types. Competencies, on the other hand, especially in corporate sector are assessed and used in recruitment interviews and in the appraisals. One of the competencies is employees' ability to communicate effectively because it is significant not only for the effective transmission of information but also for job satisfaction of

the employees, (Shamim, 2011). Having good communication is, thus, considered to be one of the cornerstones in modern organizational setups.

Pakistan in the current global corporate culture is no exception; the sudden outburst of multinational organizations has given rise to new organizational and corporate trends. These trends include due consideration to be given to employees' effective communication and job satisfaction (henceforth, JS). Now, the role of communication in most of the multinational organizations is not seen as simply a technical issue; rather, due consideration is given to it at the time of appointment and promotions of the individuals (Rababah, 2002). However, in Pakistani Job market and corporate set-ups, there is a lack of adequate research from the perspective of Linguistics. Moreover, the research that has been done so far is from the viewpoint of Management and Behavioral Sciences including leadership. The current study aims at ascertaining the relationship between English as linguistic capital as part of Communicative Competence (henceforth, CC) which is purely linguistic topic , and employees' job performance (henceforth, JP) via job satisfaction (JS) and promotion in Private Corporate Sector Organizations of Pakistan.

Human civilization has evolved over thousands of years due to its abilities to communicate and transmit information in the form of distinct signals. This ability has enabled humankind to progress from mere social animals to a whole new species that is able to conduct complex tasks and accomplish amazing feats due to its inter-dependency over communication with others in the form of groups. The modern corporate sector is very much dependent on this kind of rigorous communication through different media to accomplish different tasks. The success of modern corporate sector depends on the ability of the employees to communicate with each other and this communication is in turn dependent on the competence of the employees communicating with each other (Smith, 2011). Furthermore, although communication is a natural ability, it can be enhanced to suit the needs of the people accordingly.

Besides, in a world where differences of opinion, ethnicity, culture, religion and language strive to divide mankind, the ease of trust building between two different minds could only be brought by a common way of conversation, which is the gateway to understanding, negotiation and well-planned business start-ups. English being a global language has influenced the global business heavily. On surfing the internet, one can conveniently look for things of common

interest and socialize across the border using this very language. Being brought up in a world such as this, having a common language and ease of trust developing, the world has morphed into an international business market. With respect to all the differences, the world's super powers have joined hands in the business world and corporate sectors to align their unique capabilities and progress into developing the world and lead a history full of innovation and bright ideas. Individually, an ample number of people have benefited themselves with this idea of common global language. As a matter of fact, this interests the individuals in expressing themselves, their attributes and their skills. In multi-national industries whether of medicines, engineering, textile or even computer software, all have one thing in common and that is language and it is true that the better one can express him/herself in an interview among the people who have an ever-growing thirst for perfection, the greater will be the chances for the person to be employed in the corporate sector. Skills in the particular applied field matter but due to a lack of self-expression and communication skills, things can get out of hand (Wilkinson, 2013).

In the Pakistani corporate sector, even though we have our own national identity and a common language which is Urdu, we still look out for the language that has influenced the entire world population and converse in English during the interview with our natives (Shamim, 2011). The fact has to be accepted that English is serving as the world's lingua franca and many of the world corporate sectors have this language as a mandatory skill and demand profound eloquence. Numerous researches suggest how the world will have English as their common language and by 2030 approximately 2 billion will be speaking or learning to speak it across the world which gives it more of a reason to learn it (Kam, 2011). If in the future, one plans to drop all hard sciences subjects, one will always have a chance in the ever-growing corporate sectors for being highly influential through a command on English speaking skills, whether in the Marketing, Advertisement and Public Relations.

1.2   Linguistic Capital as Symbolic Capital

At this stage, it is also pertinent to discuss symbolic capital in relation to its significance for corporate sector organizations. Symbolic Capital can be defined as the resources a certain person has on the basis of honor, respect, recognition and language expertise (Bourdieu, 1986). The symbolic capital serves as the value that a person holds within a certain culture. A mufti and the

Pope hold special value in different cultures and have symbolic capital. People who have symbolic capital, have more effect on certain topics and are respected by the people in the sense that their orders and talks are more influential as compared to other people. People who have symbolic capital are respected, even by the highest authorities in a country, but that does not mean that people with symbolic capital have authority over other higher authorities. For example, a war hero may have symbolic capital in the context of running for a political position and have more recognition in front of people. People who are more skilled and eligible for a position in the corporate sector are more likely to have more influence in the corporate sector. Symbolic capital is useful in the sense that it can be easily converted and used as leverage in social and political spheres (Lan, 2011).

Symbolic capital has a very important role for communication in corporate sector. Corporate sector is all about business and the only thing that matters is the numbers. People who are at higher positions in a certain corporation have more authority and are likely to have more influence in communication in the corporate sector. People with symbolic capital might have influence over common people, political figures and so they have authority in the corporate sector (Smith, 2011). Symbolic capital can also be linked to the language a person speaks, the accent he uses and more importantly the country he lives in. Now, if a person speaks in English language but uses British accent in some English-speaking country, then that person will have symbolic capital towards other people in that particular sector. If a person speaks in British English in Pakistan's corporate sector, where the official language is Urdu, then he might have less symbolic capital against a person with the same skills but speaks Urdu. In simple words, having symbolic capital depends upon the culture, language spoken and the country of the corporate sector.

Linguistic capital, on the other hand, usually comes under the category of cultural capital. Linguistic capital usually evolves with the evolution of different civilizations and societies as it depends upon their way of communication and the use of different languages among various cultures. It is passed on from one generation to another with time through the individuals who use it as a source of conveying information to each other. It is also associated with different accents of the same language if we sub-categorize the language (Bourdieu, 1986). Linguistic capital cannot be thought of as constant and it varies with time due to its dependence upon

external constraints. These factors, varying the linguistic capital, are usually dependent on the interaction of civilizations which cause the inter-mingling of behaviors, attitudes, norms, languages and their accents and hence have an effect upon linguistic capital. To understand the concept of linguistic capital, it is important to first understand that if a language is more acceptable, it indirectly affects the acceptability of the individual speaking it.

Furthermore, linguistic capital is important to provide an identification to a nation or community on the global level (Arches, 1991). It also helps to develop the education, legal, administrative, political, social and economic structure of a society. The economic growth of a society is directly related to the standing of its language in the eyes of other nations. It can be said that linguistic capital influences the economic, symbolic, social and the cultural capital of a community or nation.

An important theory on linguistic capital has been presented by Pierre Bourdieu. According to him, there can be found a close link between linguistic capital and the term "habitus" introduced by him. Habitus can be defined as the way in which a person responds to its surrounding environment which comprises of the race, colour, ethnicity, language, morality and other values (Bourdieu,1986). It is basically the way in which all these collective factors, which give rise to culture, influence the behavioural responses of an individual. According to the theory of Bourdieu, habitus comprises of "hexes" and other behaviours of human mind. Hexes, according to him, is the way in which an individual responds to certain factors being a part of a community.

Bourdieu's theory of linguistic capital suggests that a language enjoying prestige compared to others in terms of grammatical simplicity and other linguistic factors has a high market value than others. This is the simplest concept of linguistic capital which is capable of not only defining the basic principles of the usage of various languages in certain circumstances but also regulates the preferences which define the linguistic values (Bourdieu & Oagleton, 1992). This theory suggests that the suitability of a person for a certain job may depend upon some linguistic factors such as grammar, accent, tone and dialect.

Linguistic capital becomes a controlling factor in cross-cultural communication (Dhir, 2005). Presently, the world can be thought of as a global village and communication has played an important role in achieving it. Communication is important for educational, trading and

business purposes, social and political matters and also for conducting talks on global benefits. The transitional nature of linguistic capital tends to control the nature of communication. For example, if a person is capable of speaking multiple languages, he is likely to have a higher linguistic capital (Otieno, 2015). But it does not always depend upon the number of languages but also the worth of languages one knows. One might put a lot of effort in learning a difficult language but the effort would be in vein if the language has no recognition at the global platform. This is due to a relatively high linguistic capital and hence a high market value or cost of certain languages over others.

1.3   Communicative Competence

As far as communicative competence is concerned, the concept of competence initially started with Hymes (1972) who defined communicative competence as a broader term associating it not only with the knowledge of the grammatical rules or linguistics as such but the appropriate use of language. Light's (1989) proposed definition suggests communicative competence as a relative and dynamic, interpersonal construct based on functionality and adequacy of communication, and sufficiency of knowledge, judgment, and skill in four interrelated areas: linguistic competence, operational competence, social competence, and strategic competence. Linguistic and operational competencies refer to knowledge and skills in the use of the tools of communication; social and strategic competencies reflect function knowledge in interaction.

Canale (1983) built upon a theory which was initially developed by Canale and Swain (1980). He is of the view that communicative competence is knowledge and skill both carrying out interaction in actual communication. According to him, the framework of Communicative Competence and Communicative Performance should take into account not only the contextual variables but also the strategic and discourse factors.

In the same vein, Lan (2011) defines communicative competence as the ability to interact well with others. He further explains that 'well' refers to accuracy, clarity, comprehensibility, coherence,   expertise,   effectiveness   and   appropriateness.   A   more   comprehensive operationalization is provided by Hrehova, (2010) who suggests that communicative competence is best understood as a situational ability to set realistic and appropriate goals and to maximize their achievement by using knowledge of self, other, context, and communication theory to generate adaptive communication performances.

Communicatively competent employees share certain common traits; they listen to others' point of view actively and share and respond to the information in a prompt manner. Moreover, they not only communicate clearly and concisely but they are also adept in utilizing different communication channels. Monge, Backman, Dillard & Eisenburg (1982) developed the key indicators of communicative competence and developed a questionnaire to measure communicative competence. An adapted version of the same questionnaire will be used for the current study (to be discussed in Research Methodology Section). Celce-Murcia (2007) in her synthesized and updated model presents communicative competence in terms of six aspects or skills, which include: socio-cultural, discourse, linguistic, formulaic, interactional and strategic competence. The same model will be used as a framework for the current study to be discussed later.

There are a few significant works done in and around the topic selected for this study. One of them is a study carried out by Pestonje and Singh (1974). This study aims at determining the differential effect of the bahaviour of the supervisor on blue collar workers' job satisfaction. This is a study of two different styles of supervision, i.e., production-oriented and employees-oriented and their impact on job satisfaction. The study examines four variables namely job management, social relations and personal adjustments. The results of this study indicate that job satisfaction scores, personal adjustments and management scores are considerably higher when the supervisor tends to be employee-oriented. Another notable study is conducted in Singapore by Vaish and Kiang (2006). The study analyzes the link between language use and social class using Bourdieuin model.

Both of the above mentioned studies are relevant as they, in one way or the other, examine the impact of communication on job promotion. The first study examined it from the behavioral perspective, i.e., taking communication as one of the facets of behavior whereas another research conducted by Mottet et al. (2004) studies job satisfaction from a leadership perspective. According to this study, one way the leaders display their leadership is by communication and communicative competence. As far as the effect of communicative competence on employees' job promotion is concerned, the researcher himself has conducted a relevant study for his MPhil research which aimed at examining the effect of communicative competence in English in cellular companies of Pakistan.

The need for a holistic communicative competence, on the other hand, in the modern world is ever increasing. It is because the modern corporate sector is a dynamic environment that not only thrives on effective technical knowledge of individuals operating in it, but also by the real-time intercommunication of the said individuals. This communication ensures that the flow of ideas, knowledge, technical expertise and brainpower are seamless. Modern technology has made that struggle easier in terms of technological advances, but much more complex in the human aspect of communication. While the information is shared abundantly over clouds, social platforms, shared drives and multimedia, the bridge between the use of this multimedia and effective communication through this technology needs to be developed and adequately addressed. It is indeed, one of the biggest challenges faced by the corporate sector (Edirisingha, 2007).

According to O' Hare, (1998), with the changes in communication technology, the very register of modern communication has changed. The message channels have become much more vibrant and with the abundance of communication, even the most reclusive of audiences have become empowered. With such parameters applied in the modern business channels, an exponential increase can be witnessed in the positioning, communication, involvement and participation of companies in "public spaces". In the corporate sector, effective and competent communication is a dire need for the growth of the individual in the company and for the success of the very company itself.

1.4 Linguistic Capital and Communicative Competence

Linguistic capital becomes the controlling factor of the cross cultures communications. As today, the world can be thought of as a global village due to the advancement in technology and communication has played the most important role in achieving this. Communication is important for educational purposes, trading and business purposes, social and political matters and to conduct talks on global benefits. Thus this transitional linguistic capital tends to control this sort of communication. For example, if a person is capable of speaking multiple languages, he is likely to have a higher linguistic capital. But it does not always depend upon the number of languages but also the worth of languages one knows. One might put its effort to learn a difficult language but the efforts would be in vein if the language has no recognition at the global

platform. This is due to the relatively high linguistic capital and hence a high market value or cost of certain languages over others.

If someone has a command on English language, that person is credible and in benefit because it becomes very easy for him to communicate and thus continue any sort of business in any corner of the world. Despite of its higher linguistic value, in some cases it might be more fruitful to learn a language other than English. This is due to the fact that the language also depends upon the number of speakers of that language in a community. For example, some Asian civilizations such as China and Japan still promote their native languages in their nations and an outsider will be in a lot trouble if he is not familiar with the language at all.

From this concept, we can conclude that language is not only a tool of effective communication but it is also a symbol of power. When someone tries to communicate, the aim or purpose is not just to be understood but also respected and recognized by the audience.

Language can also be linked with the educational procedure in the country. If the education quality is being improved by implementing the learning process in a more prestigious language such as English, there is a possibility of increase in the people's interest towards it. Communities which have well established educational systems always prefer teaching the foreign languages to their individuals for a better quality of learning. Moreover, it's fruitful for the individuals as it helps with the above mentioned factors.

The link of the linguistic capital with the power can also be understood by the example of the obsolete languages such as Latin or Greek. Latin and Greek people were the pioneers of education and hence people learnt those languages to become a part of learning procedure. When the power got transferred to other nations, those languages were automatically outdated. Similarly, before English, French was the international language due to the power of the nation. Thus, languages are a symbolic representation of the competency and power and people automatically tend to learn the more valued language

1.5   Communicative Competence and Job Performance and Satisfaction

The corporate world is constantly growing and, while the world respects the capital or monetary challenges associated with the corporate sector, the current business growth trends suggest that effective human resource management is the key to the working of any company. If a company

does not work on the effective communication with its employees, and competent communication patterns are not taught to its managers, the company is not able to realize its true potential (Ashbaugh,1999).

With reference to socially-emotionally-oriented communication, a study by Farace, Monge & Russel (1977) suggests that there are three kinds of communication in a workplace. These communications are divided into task-oriented communication, innovation-related communication and maintenance-related communication (social topics that maintain human relationships). The study reports that interpersonal communication (that falls into the socially-emotionally-oriented communication) type usually creates social support by the formation of emotional attachments to the work. Such communication not only provides support in the form of love, respect and acceptance but also fuels exchange of information that helps the spread of knowledge and expertise more evenly in the workspace. It allows new employees to learn from their senior counterparts and also helps.

Another study states that the workplace can offer a unique kind of emotional support that cannot be imitated back at home. Critically speaking, the employees spend more than half their day in the workplace. If this 12-hour commitment lacks emotional support, it can create resentment for the company in the employee in the long run. Therefore, communication plays a big role in the success of the company enterprise (Etzion, 1984).

The above-mentioned studies suggest that there have been some researches on the link between leadership style and employees' JS in which communication is taken as one of the variables. In other words, researchers in the field of Social Sciences, Management Sciences, Finance and Economics have been exploring communication in their respective fields. However, there is a scarcity of research related to communicative competence and its effect on job performance in the field of Applied Linguistics. The present study is an attempt at filling this gap. This research, therefore, is distinctive as it studies communicative competence and employees' job performance and satisfaction from the perspective of Applied Linguistics. Furthermore, the present study does not focus on linguistic competence alone as the case has been with the previous studies; on the other hand, the study is interesting in exploring communicative competence as a whole, which according to Celce-Murcia (2007) includes:

socio-cultural, discourse, linguistic, formulaic, interactional and strategic competences. Interestingly, most of these factors are directly related to the field of Applied Linguistics.

1.6   Statement of the Problem

In Pakistani job market, proficiency in English alone is taken as competency in communication skills; whereas, other significant aspects of communicative competence are either ignored or taken into account from behavioral and leadership perspectives only. Due to an over-emphasis on English language proficiency, a large number of employees face difficulties in professional progression. Moreover, in Pakistani job market, there is a lack of an adequate system for gauging the employees' communicative competence. Even the Human Resource Departments, which are primarily responsible for hirings, trainings and promotions, lack a comprehensive understanding of communicative competence as a set of skills.   There is a dire need for a holistic communicative competence analysis designed specifically for Pakistani job market that can cater for both English language proficiency as well as communicative capabilities on the whole. The current study is an attempt to ascertain a link between employees' communicative competence and their job performance particularly from the perspective of English as linguistic capital in the Pakistani job market.

1.7   Research Objectives

1. To find out the link between English language proficiency and job hiring and promotions.
2. To ascertain the role of communicative competence in employees' job performance and job satisfaction.
3. To establish holistic communicative competence of the employees as a better indicator of their job performance as compared to a linguistic one.

1.8   Research Questions

1. What role does English language proficiency play in employees' hiring and promotions in Pakistani job market?
2. How is holistic communicative competence of the employees a better indicator of their job performance as compared to a linguistic one?
3. Why is there a link between the communicative competence of the employees and their job performance and satisfaction?

1.9   Conceptual Framework

The study focuses on two key variables, which include: communicative competence as independent variable and employees' job performance as dependent variable.

To serve as conceptual framework for this study, a hybrid model has been devised by combining the model of communicative competence by Celce-Murcia (2007) and the model of types of capital by Bourdieu (1986). Murcia's model of communicative competence caters generally for language and not specifically for English language. This has been accommodated by merging Bourdieu's concept of linguistic capital with Murcia's model. Keeping the scenario of Pakistani job market in view, English language is taken as a symbolic capital. As far as Murcia's model of CC is concerned, she takes linguistic competence as competence in any language, not specifically in English. Moreover, strategic competence is only specific for instructional purposes.

The Hybrid Model, specifically devised for this study, consists of five elements of CC, including: Socio-Cultural, Discourse, Linguistic competence which is accommodated as English as Linguistic Capital, Formulaic and Interactional. This model does not include Strategic Competence as it only accounts for instructional purposes.

1.10   Theoretical Contribution

As discussed before, the current study makes a theoretical contribution by establishing a hybrid model of communicative competence which takes into account English as a linguistic capital and the factors highlighted by Celce Murcia in her model of communicative competence. Linguistic capital is the part of Bourdiue's concept of symbolic capital which is related to sociological studies. The current study thus falls into sociolinguistic and pragmatic studies.

Here it is imperative to mention that most of the studies conducted so far to gauge the effect of the employees' communicative competence on job satisfaction are from the leadership and human resource perspective. They do not take into account the aspects related to linguistics.

Moreover, the hybrid model may provide a theoretical framework for further research which may be applicable to business and corporate setups as well. The study proposes that the elements of

comprehensive communicative competence highlighted in the hybrid model are better indicators of employees' job performance. They are linked with   the job satisfaction of the subordinates as well. English, on the other hand serves as a linguistic capital as it has an exchange value and it results in job appointments and promotions.

1.11   Research Methodology

To see the effect of CC on the employees' job performance, i.e., JS and Promotion, both quantitative and qualitative approaches are used; this is done to ensure the validity and reliability of the results of the study. To test both the dependent variables, i.e., JS and Promotion, two different questionnaires are developed. For the quantitative analysis of the study, the results are analysed through tables as well as through graphical illustrations using MS Excel. Moreover, to validate the data , data analysis triangulation is used for which the data collected is also analysed using regression analysis through Excel . The details   are   given in chapter three i.e Research Methodology section.

The questionnaires are administered with the professionals (mostly managers) working in Private Sector Organizations located in Islamabad, Lahore and Karachi. A sample size of 235 participants is used for this study; the sample includes participants from the managers sales' sector organizations including beverages, garments and electronics. From service sector, data is collected from Telecom Industry, banks, and Hotel Industry. The data is gathered by the researcher himself and also by the students of NUST, EME College and Roots School System enrolled in Communication and Interpersonal Skills and English Language course.

A questionnaire (attached in Appendix 1) for assessing the effect of communicative competence on JS with three sections (A, B and C) is designed. Section A includes demographic questions, whereas section B comprises Communicative Competence questionnaire adapted from Monge et al. (1982). This section includes questions in accordance with the hybrid model of CC including segments both from Murcia's model of Communicative Competence and Bourdieu's model of capital from which English is taken as linguistic capital. For measurement, 5-point Likert scale is used; the scale ranges from 1 (strongly disagree) to 5 (strongly agree). Section C includes job satisfaction scale including questions as Likert Scale choices ranging from strongly undesirable to strongly desirable.

The points given by the participants for each segment of CC in section B are added. All the responses in this section are grouped in points ranging from 10-20, 20-30, 30-40 and 40-50. In order to see the link between CC and JS, these points in ranges are compared with responses in section C of the questionnaire. Moreover, a separate questionnaire (attached in Appendix 2) has been designed to evaluate the impact of CC in English on employees' promotion. This section also caters for the hybrid model devised for this study. This questionnaire is administered on the same participants.

Moreover after doing this analysis, data analysis triangulation is done through regression analysis . This is done to ascertain the correlation between competence in English and job performance and Communicative competence and employees' job satisfaction. The detail is given in the research methodology section in chapter 3.

In order to validate the data from questionnaires, semi-structured interviews are also conducted. The interviews are analyzed using descriptive coding.

1.12 Delimitation

The study is delimited on various levels, which include the following:

i. It has already been discussed that there are numerous factors that account for job performance; however, the current study is only restricted to the linguistic factors that affect job performance.

ii. The currently available models of CC do not cater for the linguistic aspect of Capital to be used in the market. Therefore, a hybrid model is devised for the present study that caters for both of these aspects.

iii. This study only examines the corporate sector organizations because, except for universities and armed forces, the parameters of performance in government sector organizations are very specific to the years of services.

iv. The current study only focuses on the tertiary level corporate sector organizations of three major cities in Pakistan, namely: Islamabad, Lahore and Karachi.

v. Determining the level of job satisfaction and examining the impact of any factor on job satisfaction indeed is a challenging task. It is because there are numerous factors that account for job satisfaction, including perks and numeration, job environment, distance

from the workplace, etc. However, in order to evaluate the impact of communicative competence, the questionnaire is designed in such a way that the participants only consider the elements of communicative competence before indicating their levels of job satisfaction.

vi. Since the research is undertaken in corporate sector organizations and the respondents are not from Linguistics' background, they may not assess the exact communicative competence of the employees. But this factor can be overlooked as the focus is not to gauge the expertise in communication rather it aims to see its impact on job performance as perceived by the respondents.

vii. Bourdieu's model of capital caters for symbolic capital and economic capital. Symbolic capital includes elements such as linguistic capital, scientific capital, cultural capital and literary capital. Since the focus of the current study is to find out the role of English as linguistic capital, only Linguistic capital is used as a part of the hybrid model. The rest of the elements of are irrelevant to the current study.

viii. Initially, gender of the participants was asked in the questionnaire to take into account the maximum variables that might affect the study; however, since gender was insignificant, it was not considered as a variable in the analysis .

1.13   Significance and Rationale of the Study

Global corporate culture has influenced Pakistani corporate sector and organizational setups. Competence in communication is a pre-requisite for almost all the managerial level positions. Not only the recruitment interviews have a segment for assessing linguistic competence but the employees' promotions through ranks are also decided on the basis of their competence in English. Due to the growing demand of communicatively competent employees in industry and the corporate world, the universities have introduced courses such as Technical Writing, Functional English, Business Communication, Oral Communication, and Communication and Interpersonal Skills, even at the undergraduate level which fall in the area of ESP (English for Specific Purposes), an important area of Applied Linguistics particularly from the perspective of non-native speakers of English language. A four-year bachelor degree now includes these courses as compulsory subjects for both Business and Engineering degrees.

The changing scenario of the corporate world inspired the researcher to consider the factors resulting in career success and JS. Furthermore, having taught Business Communication, Communication and Interpersonal skills and Technical Business Writing at undergraduate level, it has been personally observed that, even for technical jobs, those workers are preferred for promotions to higher ranks who exhibit a considerable level of Communicative Competence.

Despite the recent communicative thrust in job market and the subsequent changes in the curriculum, there is still a lack of research in this area in Pakistan; to the best of the researcher's knowledge, no research has been conducted so far to explore the current trend from a purely communicative perspective. This study aims at determining the effect of communicative competence on employees' performance from the perspective of English as linguistic capital. However, for analysis, only the employees at the managerial level of the Corporate/Private Sector organizations of the three major cities in Pakistan (Islamabad, Lahore and Karachi) are selected.

Yet another reason for conducting this study is that there has been some research on the link between leadership style and employees' JS, in which communication is taken as one of the variables. In other words, researchers from the fields of Social Sciences, Management Sciences, Finance and Economics have been conducting related studies in their respective areas. However, there is a scarcity of research in the field considering the factors related to Applied Linguistics.

The researcher believes that the role of communication in career enhancement is significant and to have a deep insight into the topic, the perspectives of both the organizations and the employees are studied. This enabled the researcher to see the actual impact of communicative competence on employees' performance.

The current study is significant as the findings of the study may be used for Pakistani universities where the courses like Business Communication, Communication and Interpersonal Skills, Technical Writing, and Functional English are taught at both graduate and undergraduate levels. Furthermore, it may help devise training programmes for employees seeking job promotions. Most importantly, the findings of the study may also prove helpful in revising and updating the existing curriculum in accordance with the expectations of the corporate sector employees in terms of their communicative competence in the real-world organizational set-ups.

1.14   Chapter Breakdown

The first chapter provides an introduction to the study, providing orientation to the key concepts, terms and basic theories. It provides an impetus to the study and to the subsequent chapters.

In the second chapter, the current literature on communication and communicative competence, the role of communication in organizational setups, communication strategies and their impact on employees' promotion and job satisfaction are discussed. This is done to establish foundation for the thesis and to have a holistic view of the probable impact of the communicative competence on employees' promotions and job satisfaction. The third chapter discusses the methodology used in this research; the detailed explanation of the theoretical framework is also given in the same chapter.The fourth chapter presents the analysis of the collected data. The findings from data analysis are subsequently presented in fifth chapter, and based on these findings, conclusion and recommendations for further research are given in sixth chapter.

CHAPTER 2

LITERATURE REVIEW

This chapter deliberates on the main issues, definitions and concepts related to the current study. Since the study focuses on the role of English as Linguistic Capital in Pakistani job market with communicative competence perspective, the literature review discusses four key issues and concepts. Firstly, the chapter introduces communicative competence with definitions and related concepts. The next section discusses the idea of linguistic capital and reviews some related studies. The third section elaborates on the role of English language in job market. Finally, the chapter discusses the communicative and linguistic scenario of the Pakistani job market. Towards the end of the chapter, a research gap is established that forms the basis for the current study.

2.1 Communicative Competence

In this section , literature related to communicative competence with historical perspective is reviewed. According to Hymes(1972), Communicative Competence is not merely the understanding of the elements of a language but also the consideration of the various elements of social factors. He argues that in addition to linguistic competence (the rules for describing sound systems and for combining sounds into morphemes and morphemes into sentences), various rules of socio-linguistic competence are to be considered as well. Hymes maintained that the grammatical and structural elements alone could never account for the social and cultural context of communication. Hymes' model was appreciated by linguists and special care was taken to appreciate his findings by the integration of that socio-linguistic approach in modern day communication learning programs. Furthermore, with greater development in the field, Canale (1983) added discourse competence into the mix which basically refers to the ability to pronounce, interpret and understand the social context of the received communication beyond the sentence level.

Another model of communicative competence was developed by Bachmann & Palmer (1996). This model drew upon the model of Canale & Swain (1983) but added more to the definition of the communicative competence proposed. This model was called the model of

communicative language ability. According to Bachmann & Palmer (1986) model, many language traits, such as: topical language, affective schemata and language ability are able to influence both the communicative language ability of the users as well as they affect the competence of the language itself.

Language Knowledge is considered to be made up of two main components at large: the organizational knowledge and that which is called the pragmatic knowledge (Mahadevan, 1996). The organizational knowledge refers to the ability to understand the working of an organization while the pragmatic knowledge of the individual refers to the competence of interaction and communication of that individual within the company: achieving communicatively effective language use. In this particular model, organizational knowledge is defined as the control of formal language structures: both grammatical and textual knowledge.

The grammatical knowledge has several sub-structures that are divided on the basis of knowledge such as the vocabulary, phonology and elements of graphology. Having adept knowledge of these sub-structures enables the adaptation and usage of grammatically correct sentences and also allows a complete comprehension of their meaning or their propositional content. This kind of textual knowledge is very important since it allows the speaker a large roster of comprehension, diction and creation of intelligent and precise written and spoken content which is indeed the part and parcel of both modes of communication. It also covers the various conventions of combining these sentences or perhaps written occurrences into texts. This means that it allows the user to be able of combining various sentences into intelligible paragraphs in both the written and vocal means of communication without making lexical and morphological mistakes. In essence, these sub-structures of grammar form the backbone of proper diction and are agreed to be essential in some aspects of communication (these also build on the linguistic capital of the language as will be explained later in the review). Similarly, these sub-structures are also important in developing a good understanding of the rhetoric organization of one's spoken or written means of communication. This good rhetoric enables more "efficient" and streamlined flow of communication that structures our intended message in a manner that is easily recognizable as well as influential for the audience. Features like descriptions, comparisons, classifications are the part of this kind of etymological material. Lastly, these structures also guide and instruct on the various modes of initiation of conversation, ending of

dialogue and maintaining of dialogue. Thus, in a way, the Bachmann-Palmer model of communication holds grammatical structures as the base and alphabets of ordered and competent means of communication (Bachman & Palmer, 1996).

On the other hand, pragmatic knowledge is defined differently in the context of Bachmann-Palmer model. This kind of knowledge refers to the use of the abilities that enable a person to make an interesting, creative and engaging means of discourse. This means of knowledge is further sub-divided into two branches: knowledge of pragmatic conventions for expressing these acceptable language functions and also for the interpreting of illocutionary power of utterances of the said discourse-also referred to as the functional knowledge of discourse. It also includes the acute and efficient knowledge of the various socio-linguistic conventions that are necessary for the creative process and interactive devices employed in understanding the language utterances (these utterances can include both words and phrases like "huh", "oh" etc. Thus, these socio-linguistic contentions are part of the broad "contextual" understanding of the discourse. Therefore, pragmatic knowledge can also be classified as the kind of linguistic knowledge that helps the user decipher the various contextual meanings of the same grouping of words that is enhanced by the social and cultural influences of their words.

Similarly, strategic knowledge has its own defined niche in the Bachmann-Palmer model. The model defines certain strategic elements such as metacognitive components which enable language use of previous social knowledge and linguistic components in terms of context and information. It enables the users to create their own involvement in a goal-based setting, access the various communicative sources available, and plan their approach to their communicative goals accordingly. Basically, the goal setting aspect of the tasks is all about choosing the right elements and defined set of goals, then prioritizing the said goals on the basis of importance and then lastly, attempting to classify these goals on a short and long term basis. Such classification offers better insight into the motive at hand and enables the interlocutor to be precise and direct on their approach. Such a classification also enables better understanding and choice of whether the said goals should be completed or not at the given time. Assessment is the process by which various elements of the contextual analysis of the situation are related to other knowledge areas such as topical knowledge and affective schemata. Lastly, the planning aspect of communication helps the user make use of all of these subtle but importance aspects of intercommunication and

decide upon the approach to which the discourse should employ and the message to be sent out there (Bagarić, 2007).

Therefore, considering the various elements of the Bachmann-Palmer model, it can be concluded that this model of communicative competence or early communicative competence was much more precise and directed than the Canale-Swain approach to the communicative competence model. In fact, this model has greater elements of complexity that are closer to real-life experiences than the proposed models of Canale-Swain that do not account for real-life experiences. The added elements of complexity but organized detail are essential to the development of any working model of communicative competence (Bagarić, 2007).

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                        LANGUAGE KNOWLEDGE

        ORGANISATIONAL KNOWLEDGE              PRAGMATIC KNOWLEDGE

GRAMMATICAL        TEXTUAL          FUNCTIONAL           SOCIOLINGUSTIC
KNOWLEDGE          KNOWLEDGE        KNOWLEDGE            KNOWLEDGE
- vocabulary       - cohesion       - ideational functions    - dialects and language
- syntax           - rhetorical and conver-  - manipulative functions    varieties
- phonology/graphology   sational organisation  - heuristic functions    - registers
                   - imaginative functions  - cultural references and   - natural and idiomatic
                                              figures of speech          expressions
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Fig: 1.1 Source: Bagarić (2007)

According to Light (1989), communicative competence is relative and dynamic, an interpersonal construct based on functionality and adequacy of communication, and sufficiency of knowledge, judgment and skill in four interrelated areas: linguistic competence, operational competence, social competence, and strategic competence. Linguistic and operational competencies refer to knowledge and skills in the use of the tools of communication; social and strategic competencies reflect functional knowledge in interaction.

A similar model was suggested by Canale in 1983, which suggested that "Communicative Competence" is knowledge and skill in interaction that is required by actual

communication. Thus, the framework of Communicative Competence and Communicative Performance should take into account not only the contextual variables but also the strategic and discourse factors. He defined communicative competence as a speaker's internalized knowledge both of grammatical rules of language and of the rules for appropriate use in social context (Canale, 1983).

The idea of communicative competence was further developed and reorganized by Celce-Murcia (1995) who proposed that actional-competence must also be taken into account while developing a model for communicative competence. Two very important changes were made in this approach: the sociolinguistic competence was changed into a socio-cultural competence (which needed a cultural background in order to interpret and use the language effectively). The grammatical competence was labelled as a source of linguistic competence to clearly include the lexicon as well as the grammatical components (that include morphology and syntax as well).

Another valuable contribution by Celce-Murcia (1995) on this theory was regarding the various inter-relationships in the context of this theory. The theory suggested that it was extremely important to develop these inter-relationships between the various aspects like the socio-cultural competence, actional competence, strategic competence and the most important of all, the discourse competence of the individual's language prowess. These four components are co-related and often interact with each other. This construct suggested by Celce-Muria places great value in the discourse component's position in the matrix.

Celce-Murcia (1995) described various socio-cultural variables, amongst which, the three are most crucial in terms of the current model, which are stated: 1) Social-contextual factors which may include the participant's age, social distance, gender, status and their closeness or relation to each other: that essentially develops on the power and affect. 2) The stylistic appropriateness which refers to the politeness level, the registers used for various means of conversation and most importantly the genre of conversations being carried out affect the models very much. Lastly, the Celce-Murcia model also focused on the cultural factors such as the background knowledge of the target language group, the major dialects and regional effects of the language and cross-cultural awareness of the language.

Not all of this knowledge can be amassed through education alone and therefore cultural awareness is an essential part of the effective communication process. It can be acquired through

personal or learnt experience that is acquired through the knowledge of the life and traditions of the target language community. Perhaps one of the best methods of competent communication is the acquired competence by extended living in the target community (provided that the individual is capable of learning the socio-cultural adaptations from cultural assimilation)

Similarly, the Celce-Murcia model (1995) also suggests certain discourse sub-areas that are important with regards to the current model of communication. The sub-areas include: 1) cohesion, which refers to the knowledge of conventions regarding the use of references, substitutions, conjunctions and lexical chains.   2) deixis, which refers to the situational grounding that is achieved through the use of personal pronouns and spatial terms like here/there, or this/that some temporal terms like now/then and before/after, etc.

Other elements of the same model suggest an interactional competence model as well. This interactional competence model is a subset of socio-cultural competence and deals with the various hands-on approaches. This kind of interactional competence has further been subdivided into at least three identifiable categories on the basis of their relevance to the current model: Actional competence is defined as the knowledge of how to perform the actions related to normal speech patterns, and speech act sets, in the target language. These speech act sets can involve various commitments like information exchanges, interpersonal exchanges, expressions of opinions and feelings, problems that can involve blaming, regretting, apologizing etc.) as well as possible future scenarios that can involve hopes, goals, promises and predictions. Similarly, another type of communicative competence that requires the turn-taking procedure is also suggested, to be explored by the Murcia model. It stems from Sacks et al. (l974) model but further extends into various categories like the a. methods of opening and closing conversations. b. Methods of establishing and changing/switching various topics of discussion. This one technique is perhaps one of the most crucial elements of modern commination. c. How to get hold of the floor, direct attention towards oneself and polite or competent way of giving over the floor also comes into the context of competent communication. d. Similarly, it is also important to be aware of when an interruption would not be rude or understandable and the identification of elements that help in that interruption.

Moreover, the Celce-Murcia model also talks about another kind of linguistic competence that is in fact a non-verbal or paralinguistic competence. This kind of competence includes

elements like kinesics which is body language, backchannel behaviours, non-verbal turn-taking signals, different gestures, discourse markers, eye-contact, etc. Similarly, proxemics (which is the use space between the speaker and the interlocutor) and various kinds of haptic behaviours like touching or avoiding touch for that matter are part of paralinguistic competence. Non-linguistic utterances that have made their way into cultural acceptance like "amah!!", or "ouch" are all part of the interactional import sub-division of paralinguistic competence.

According to a research conducted by Tamanahah (2002), this kind of interactional competence is extremely important in tasks related to typical speech acts. The performance of the same speech act can differ in various lingual regions. For example, people using a foreign language have to better understand the methods of social introductions in each social setting. While the western introduction involves shaking hands, the same could not be true for an Eastern introduction. These slight interactional competence communications can lead to various hurdles if improperly carried out. Similarly, during such encounters, it is necessary that the Actional competence must be integrated with the communicative competence of the conversation in order to streamline the entire communicative process. Even if paralinguistic elements of one language have been mastered, it is important to know that these parameters differ for various languages. What may be considered polite in one language may not necessarily be considered polite in the other. Therefore, special care has to be taken in to ensure that the differences in the norms of L1 and L2 languages are considered before associating paralinguistic patterns. Some paralinguistic patterns maybe alike as in the case of Scottish and English languages, but others might have entirely different patterns of communicative trends like Japanese and Arabic.

Some European linguists have also contributed to the term communicative competence, especially the writings of Habermas (1970) who argued that the understanding of communication is almost crucial to any social and political understanding. He further calls for a communicative competence that goes beyond local and cultural heritage towards a more global and "universal conditions" of possible understandings. But it must be noted that the characterization of "human interaction" on a global scale is a rising challenge itself, the fact that socio-economical situations and cultural exchanges are quite different from each other and thus universal interaction is not feasible under the umbrella of communicative competence. According to the informal discussions of Habermas, (1970), this kind of trouble-free communication is only possible by

taking into account both the "ideal community" and "uniform behaviour" as criticized by Chomsky (1965) and also the real-life arrangements (background, culture, language) of a socio-cultural entity. Since a uniform understanding of the grammatical rules of different languages does not exist, it is hard to realize the Habermas' idealization.

2.2. Communicative Competence and Sociolinguistic Studies

Gumperz's (1982) work suggests that even though the grammatical complexities of different language are not the same, the socio-linguistic studies of various communities of the world suggests that the people of different regions more or less have the same "level" of diversity in the grammatical and contextual meanings, the symbolic representations and multi-meanings and gestures as part of the lingual framework and thus most communities rely on these signal resources in order to develop the inter-communication between various individuals of the community.

Some other empirical findings reported by Gumperz, (1982) regarding the lingual framework of modern communicative languages include the fact that all languages are constantly in the stage of evolution which can be assimilated with time but also involve the commitment of gathering information and socio-linguistic hints through everyday speech. Basically, an "Englishman" might know how to speak impeccable English, but he cannot communicate with an American without having some cultural and social insight into that particular side of the English world. Many of the idioms, similes and such structures of communication have deep roots into the cultural and socio-linguistic aspects of the modern cultures that not only evolve with time, but also accept and deject certain elements with time. Thus, the generalization is that learning the processes of a language is an on-going process that requires the understanding of empirical everyday changes and set in a range of natural settings. Similarly, it is an accepted fact that mothers or in general parents have a huge role in the cultural or social building of a language for an individual during their initial years that means that while semantics can be learned over time, in order to understand the crux of communicative competence of a language, social integration is a must and since the first few years of a child have an un-biased mind to learn a language, it holds greater value in terms of language assimilation and thus, a mother's socio-lingual character is passed to the child. Similarly, another accepted truth is that the syntactic analysis of the sentence, and the grammaticality judgements all depend upon the context upon

which a certain sentence is used by the person. This context can be determined by the note of voice, lingual elements and the extra-lingual elements of passive communication (Passive referring to non-local giveaways like nodding, hand gestures etc.).

In order to study some of the implications of the work done by linguists on the subject of competence and its relation to the everyday communication of the corporate sector, we must study some of the more important aspects of communication which include its relation to emotional competence, emotional intelligence, and varying levels of EQ being that affect corporate communication. Emotional Intelligence is defined as the ability to identify, use, understand, and manage one's own emotions in a positive manner such that stress relief, communication and ability to emphasize or empathize with others is regulated and controlled by circumstances and situational demands, Kam (2002). This is one of the most important aspects of communication and will impact the overall scale of communication as well. Most of the business conducted in the corporate sector is behind boardrooms and meetings that access the potential of the deal not only from the cards dealt on the table but also from the demeanor of the employees as well. This kind of competence is hard earned and takes time to develop, but needs some level of competence to achieve. Emotional Intelligence can be improved over the years by some practices. It is basically a factor of measure of how good a person is able to connect with the rest of the world and helps establish the fallacies in the communication process of the individual with the rest of the world in varying contexts such as personal communication, office communication as well as public speaking. Emotional intelligence is perhaps a subset of the cultural capital of the individual itself which plays a major role in the communicative and lingusitc competence of a person. According to the definition of such emotional intelligence by Daniel Goleman as cited by Kam (2002), it is defined as the capacity of individuals to recognize our own feelings, and those of others, for motivating ourselves, for managing emotions well in our relationships and in ourselves

Therefore, a clear standoff exists between lingual approaches to communicative competence that depend upon the semantics alone and the extra-lingual approach of communicative competence that factor in other forms of socio-cultural pretexts into the communicative process as well (Reddy, 1979). In fact, according to modern analyses of communicative standards, factors like the socio-cultural acceptance and the political certainty are

becoming an essential part of the communicative learning procedure (explained here in context of application in the corporate sector field). But, it must be considered that most standards of evaluation of a communicative competence learning guide are usually based on the grammatical correctness of the delivered means of communication rather than these extra-lingual characteristics of effective communication. This sentence-based grammatical analysis is devoid of the proper characteristics of contextual and symbolic meanings of the communication involved and questions the credibility of Hymes's and Chomsky's standards of communicative competence.

Terms like culture, language and context cannot be treated as separate entities; rather they must be considered as wider elements of the same heading of socio-cultural familiarity and these elements stand outside the actual message and can be related as concrete objects. Moreover, it is worth-noting that our standards of gauging socio-political awareness are based on loose taxonomic categorizations and groupings based on cultural and regional biases. Thus, while most studies explore certain situations and registers of speech during various "recorded" encounters, these approaches fail to register the competence in the individual's approach to communication itself, inhibiting and perhaps distorting their natural ability to communicate by categorizing social encounters into categories and recorded "appropriated" answers. What is required is a unique approach where the social-behaviour and cultural appropriateness are not taught but suggested techniques of recognition of such patterns are assimilated in the individual through learning process so that the individuals not only feel comfortable in communicating in ever diverse social interactions, but their communication should also feel natural, in different languages and cultures. Thus, teaching about "audiences" and jargons, although is an important part of communication, it is not essentially the crux of competent communication and therefore lacks in the dynamic aspect of competence.

Stern (1981) provided an interesting model for this particular kind of competence in communication by suggesting a different "language teaching approach" to the idea. According to him, the curriculum or the teaching methodology should be divided into two main categories on the basis of the "Aspects of Language in Study and Practice" and "Use in Authentic Context". As far as the language in study and practice is concerned, a three-tier approach was recommended that focused on structural, functional and socio-cultural values of the language.

Whereas the Authentic Context refers to the use of language with experimental experiences, that allows the user to learn the various socially accepted community "signals" on an empirical level. According to Stern, the teaching of language should be maintained as an objective learning process that involves this three tier system and continues to approach the subject with the study and practice of structural, functional and socio-cultural aspects. These aspects should be discovered through the experimentation with the help of direct contact in the target community. Therefore, according to Stern, the principles of teaching communicative competence have more to do with the objective learning and application on practical grounds than the mere cramming of various grammatical and situational simulations. Living the language and culture through the use of direct contact with the target community serves to be one of the most empirically proven methods of cultural and linguistic assimilation.

Similarly, the research conducted by Rivers (1979) suggests another pragmatic approach of the division of the various elements of communication. This communication results through the use of "skill-getting" and "skill-using" activities. These skill-getting and skill-using activities are further sub-divided into three categories: Cognition activities, Production or pseudo-communication activities and lastly interaction activities. In these activities, the teacher tries to isolate the various components of knowledge or skills that compose communicative ability and thus can be used to inculcate the elements of effective teaching in an individual. This technique allows trainers to teach the various steps of communicate competence and practice them in the form of modules rather than tackling the concept head on with all considerations. In this division of techniques, the skill-getting phase is associated with the drilling of various activities to make the student or learner understand the core concepts while the second stage or the skill-using phase, focuses on student's independent application of learned concepts on conversations and social interactions.

The study of these various models of communication and patterns of teaching communicative competence help understand the need of this particular kind of competence in the corporate sector and the possible drills or mechanisms that can be employed in various firms or international organizations to enable their employees to have better communicative linguistic assimilation in work environments.

2.3.Communicative Competence and Job Performance

According to Greenberg & Baron (2008), communication is defined as a process by which a person, group or organization (the sender) transmits some type of information (the message) to another person, group or organization (the receiver). Chow (2000) conducted a study in China which suggested that communication was the essential link between exploring the employee's commitment to the company and the relationship between social-emotional communication and work-oriented communication between the employees. The findings of the study through regression analysis revealed that social-economic communication between the subordinates and the leaders is an indicator of positive work commitment in the employees. Basically, the study revealed that leaders in the company who communicate more with their sub-ordinates on a social and emotional level are better leaders and make more productive teams as compared to leaders that keep the communication simply professional. Therefore, "effective communication" is more about opening channels of communication and empathy than simply dissolving the communication barrier.

Edirisingha (2007) suggests that modern corporate sector is a dynamic environment that not only thrives on effective technical knowledge of individuals operating in it, but also by the real-time intercommunication of the said individuals. This communication ensures that the flow of ideas, knowledge, technical expertise and brainpower are seamless. Modern technology has made that struggle easier in terms of technological advances, but much more complex in the human aspect of communication. While the information is shared abundantly over clouds, social platforms, shared drives and multimedia, the bridge between the use of multimedia and effective communication through technology needs to be developed and adequately addressed. It is indeed one of the biggest challenges faced by the corporate sector

With the advances in the communication technology, the very register of modern communication has changed O' Hare, (1998). This has resulted in the medium of communication to be much more vibrant. With this, even the most isolated of audiences have become powerful. When such parameters are applied in the modern business channels, a huge increase in the positioning, communication, involvement and participation of companies in "public spaces" is witnessed. In other words, in the corporate sector means efficient and adept communication is a dire need for the growth and success of the company.

2.4. Communicative Competence and Motivation

Moscardo (1999) states that employees are complex beings and finding meaning in everyday work is hard when they are not motivated. The motivation can be incentivized via bonuses and monetary or career based objectives but the best motivators are the very leaders or bosses who assign work to their employees or subordinated. A mere "how-do-you-do" by the boss at work can direct feelings of sympathy with not only the person in charge but also helps to develop an emotional commitment in addition to the professional commitment to their work. It is also worth mentioning that the study revealed that a positive socio-emotional communication at work also enhanced the quantity of strategic information passed at management level and also helped develop the organization's vertical management tier system. It is imperative to note that vertical communication in an organization is one of the most important indicators of organizational success, and one of the biggest hurdles in this communication is the communication gap created by the boss by formal and emotionally stale rapport with their employees.

2.5. Socio Emotional Communication

Lan (2011) is of the opinion that the employees feel burdened during vertical communication and hence many problems and strategic information are not passed up in the hierarchy. However, it is interesting to note that socio-emotional communication on a horizontal level did not necessarily suggest the same progress in the work environment. Mainly, it states that while the boss or manager should work towards emotional communication with their employees, the employees on a similar work level do not necessarily have to go through with the same level of emotional communication with each other. It must be noted however, that socio-emotional communication in the same tier is natural while the same cannot be said for vertical communication where apprehensions like career growth and job suspension are associated with the supervisory power of a person. Essentially, it means that since the employees are threatened by their employers, emphatic communication between them is a must for progress. But, on the other hand, since the same "threat" is not associated with the peers in the same hierarchy level, therefore, communication is easy and strategic information is passed around easily. It is also worthy to note that usually "milestones" set by the employers directly affect the employees in a

"vertical-communication" setup. But, since the same milestones are not necessarily affecting the career-goals of the same tier level employees, then, horizontal communication is easier to do without repercussions (van Riel,1997).

Hooghiemstra (2000) states an interesting point of view relating to the state of public communication of the companies. Before the industrialization era, companies usually did not have a "face" to show to the public. The products usually spoke for themselves. But the recent environmental crises and other climate change initiatives led the public to hold modern conglomerates responsible and thus it demanded the integration of companies into the communities they are a part of. Companies no longer had control over the information that spread to the common public and therefore, demanded an extreme level of caution on behalf of the company to maintain its image in the community. This image cannot be maintained without the company having the requisite interaction with the community. For that reason, the previously rather "stiff" role as a corporate career has been modified into something entirely different. The modern corporate sector asks the company individuals to be quick in their communication as well as technically sound in their fields. The focus of this project would be directed towards the use of the English language as a linguistic bridge in the communication barrier related with inter-corporate communication and the importance of the language and the competent use of the lingua franca in the corporate sector; and the direct role of this communication with job and career success.

The corporate world is constantly growing and while the world respects the capital or monetary challenges associated with the corporate sector, the current business growth trends suggest that effective human resource management is the key to the working of any company. If a company does not work on the effective communication with its employees, and competent communication patterns are not taught to its managers, the company is not able to realize its true potential (Ashbaugh, 1999).

With reference to social-emotional-oriented communication, a study by Farace, Monge & Russel, (1977) suggests that there are three kinds of communication in a workplace. These communications are divided into "task-oriented communication", innovation-related communication and maintenance related communication (social topics that maintains human relationships). The study accounted that interpersonal communication (that falls into the socio-

emotional-oriented communication) type, usually creates social support by the formation of emotional attachments to the work. This social support not only provides support in the form of love, respect and acceptance, but also fuels exchange of information that helps the spread of knowledge and expertise more evenly in the workspace. It allows new employees to learn from their senior counterparts and also helps. Another study states that the workplace can offer a unique kind of emotional support that cannot be imitated back at home. Critically speaking, the employees spend more than half their day in the workplace. If this 12-hour commitment lacks emotional support, it can create resentment for the company in the employee in the long run. Therefore, communication plays a big role in the success of the company enterprise (Etzion,1984).

According to a study by Otieno (2015) that gauged the effect of employee participation on the organizational performance of the Kenyan Horticulture sector, it was found that most of the employees agreed that the linguistic barrier really affected the probability of success in the horticulture industry. Furthermore, about 65% of the respondents of the study agreed that the communication facilitated their inter-company information and opinion exchange. Similarly, about 63% of the participants also agreed that the communication helped in improving their operational performance in the tasks involved that additionally led to better organizational performance on the whole. This study concluded that like the Kenyan Horticulture industry, effective and competent communication is an integral part of the company performances in every sector and thus, play a major role in the performance of an employee.

Paull (2002) states that usually, the corporate sector employs thousands of employees over various branches and offices over a national or international level. If the conglomerate is considered a machine with each regional office as a gear, even if one gear is non-operational or having communication issues with the rest of the machine, the overall efficiency drastically increases. Modern communication systems have decreased the communication gap between these different regions with call centres and communication hubs within the company, but still, the most important factor stands to be the communication achieved within the company employees. Paull thus defines Organizational Communication as the information gathered, transferred, sent and interpreted relevant to the changes occurring within the organization. While communication is mainly concerned with the sending of information to the receiver in the form

of transmitted message, whether verbal or non-verbal, communication is also concerned with the understanding of the messages and its meaning. It is understandable that an idea, no matter the intellectual worth of it, is useless if it can't be communicated effectively in a manner that peeks both the audience's interest and delivers the information easily.

2.6. Language in Organizations

A study by Deshpandé (1993) suggests that the English language is not only a language but offers a means of professional and social interaction which helps connect the people of different cultures and social backgrounds by assimilating a relatively similar register of communication. Rahman (2009) suggests that the linguistic barriers offered by different languages are not about the words and the phrases alone, that are different. The barrier is also about the use of body language and certain voice notes to convey meaning. Basically, even if people of different communities speak a common tongue, say Urdu, (in the local region of Pakistan), the communication barrier should be reduced. On the other hand, what is observed in the communication of employees and managers is that people speaking Urdu from a Sindh province area have an entirely different register as compared to people from the KPK province. Although the Urdu language happens to be a common aspect, it also happens to be the local tongue and the "professional" use of the register cannot be developed. On the other hand, the English language has been taught widely as the form of official communication and does seem the more competent use of common language in the corporate sector. It not only offers more discretion and professionalism in the form of the "official language" rather than the "mother tongue", it also has the ability to register expressions formally, yet subtly conveys the intended message. Whereas Urdu language might suggest a "frank or informal" approach by the leader of the group in a commercial meeting, English allows the leaders to convey the same message in a formal tone, which can be gentle or harsh depending upon the context.

Rahman(2009) is also of the opinion that contrary to the popular opinion, the use of mother tongue in the office environment might enhance the communication amongst employees. However, it may also inhibit the effective communication on international level. For a company that works at a national scale, the use of mother language is effective.

Moreover, considering the Pakistani job market, where most individuals are taught "official communication" in English language only, the use of mother tongue in this scenario

would be considered a drawback as there are a number of languages spoken in the country and there is no common mother tongue. Even if Urdu is used for official communication in the company, it inhibits the international community/companies from accessing this information. In this way, English language becomes not only a natural choice for communication (both lingual and official) in the modern day office community, it also happens to be the only viable option for the international operations of the company (Chugtai, 2008).

Moreover, the work of psychologists has shown a thorough study in linguistics. How our brain re-wires each time it switches from one language to another and it often leads to a person having split personalities, faster way of thinking, analyzing and showing a flexible nature among the natives of whatever the languages he has skilled himself in. For example, for a better understanding of this idea, imagine a multi-lingual person who is profound in three languages that are English, Chinese and Urdu. When he comes to converse with any individual that holds any one of those mentioned languages as native, he demolishes a linguistic barrier that kept them from a relatable understanding, trust development and an emotional attachment. These are the key elements of effective communication (Buresova, 2015).

It is important to note that while organizations operate by the use of the various skillsets of their employees incorporated in a coordinated manner, this coordination is the deciding factor in the competition of various organizations. The organizations that out-perform others in the result-oriented competition are often those that build or work towards the development of better coordination in their employees. This coordination often requires a medium or language to communicate effectively. The non-existence of this lingual framework can result in ineffective utilization of the skillsets of the employees in the company and therefore reduce the efficiency of the entire company as a whole. All companies work toward the realization of a common corporate goal and the common corporate goal cannot be possibly achieved without proper communication and coordination between the employees' individual skills and characteristics. An interesting work has been conducted in this realm by Luo and Shenkar (2006) that presented the idea of a multicultural setting in business. Most modern businesses diversify into non-native countries in order to access the brainpower and outsourcing potential of the regions. Developing countries like India, China and Sri Lanka are home to outsourcing by Apple Inc, Siemens, PMI, Nestle, P&G, etc. (van Hooft, 2012). This inter-cultural mix not only saves the company

valuable capital in terms of tax and custom regulations but also affords cheap labour as compared to the first world countries like the US and Canada. Therefore, in these kinds of multi-cultural settings, where managers have to set an official register of communication throughout the company, the register has to match with the official setting of the company and also the cultural local adaption. It is important to note that despite the obvious advantages offered by the non-native countries, the ultimate difference in the progress and goal-oriented operations is made by the communication and coordination set by the manager in the form of effective lingual choices by the manager. The setting of this language would eventually decide the functionality and the performance of the organization as a whole (Emonds, 1976).

Dhir (2005) has presented an interesting analogy in order to understand lingual competence in relation to English language. His study compares information exchange via different languages to the exchange of money in different currencies. As different currencies can be used to buy the same capital, different languages can be used to convey the same information. But, the exchange of information, like the exchange of language, is an extremely important factor to study. If multiple languages exist in the same hierarchy, it would be as difficult for exchange of information as it would be to trade in Dollars, Pounds, Rupees and Dinars at the same time. Therefore, for the effective communication and coordination in different tiers of the company, it becomes essential that the company focuses on a single effective communicative medium or language, that is able to streamline both local and international fronts of proficient communication.

Luo & Shankar (2006) further elaborate on the necessity of the international language in terms of strategic rationality. A global language, i.e., English, has better control implications, meaningful strategic implications and performance implications. These are made possible by the integration of knowledge and information on a local scale with the adhesion of international standards and responsiveness, thus focusing on the intra and inter network communication, coordination and learning. The role of employees in this regard is of paramount importance. In fact, their expertise in the fields of international language would help the company integrate the local chains with international and regional counterparts and help achieve the strategic rationality.

Luthans (2008) has also suggested that language plays a controlling role in the processing of feedback information. The employee's lingual grasp leads to the exchange of various kinds of information on different channels. When these channels, networks and sub-networks interact, it helps the employee find faults, problems and furthermore develop a feedback loop which facilitates in streamlining the issues related to organizational performance and maintaining control of the organization.

According to a research conducted by Smith (1985), English is essential to effective communication in companies and this effective communication helped in the survival of organizations. Similarly, the same communication helps in the flow of information in the company, through formal or informal channels. Formal channels include memos, official letters, policy statements and reports etc. which are usually vertical forms of communication between the employer, manager and the staff employed under them. On the other hand, informal communication, is horizontal.   Employees believe that they are both essential for the better understanding of organization and organizational culture.

It must be noted that communication also plays a significant role in the global team characteristics as well. These characteristics include demography, skill and culture of a particular nation. Since the base of every culture is built on language, one can safely assume that these ideas, the flow of information can be understood better. Most modern multinationals have a standardized official language that is used all over the world. The use of a standard language not only enables streamlined communication between the various teams, it also allows the company to have an effective flow of communication without linguistic or cultural hurdles in various branches all over the world. It allows for a unique system of communication within the company for example reporting, cross-national interaction and information system.

Marschan (1997) conducted a study in Finland over the companies that had a relatively flatter structure as compared to similar companies in the US. In these companies, the strategic goals of the company depended more over the horizontal communication between the various employees and stakeholders as compared to the vertical communication between the managers and the employees themselves. In this unique "flat" company hierarchal scenario, the effect of English and the Local language were considered. Through the use of various indicators, the effect of English in this company as an official language was gauged in comparison with the

local language for the purposes of exchange of information. It was found that while the official exchange of information still demanded the use of the English language for the streamlined interaction, but the informal office interaction, which had socio-emotional aspects involved in it was still better corresponded in the local tongue. Interestingly, this scenario can be compared with the official setups of Pakistani corporate sector as well, where usually all office correspondence is handled in the official English language register, but the informal means of informational exchange, banter, and simple blocks of socio-cultural interaction between the horizontal structure of employees is carried out in the local language. It must be noted that while the official correspondence in English allows professionalism, the use of the local tongue in inter-personal communication between the employees in Pakistan allows stronger bonding, better understanding and an easier development of organizational culture (Shamim, 2011).

Prior to that, Chakravarthy (1986) regards language as a 'system binder' the purpose of which is not only to link the system to its environment but to its various subsystems. People working in organization, carrying out communication with other systems or groups such as suppliers, government and customer's spanner are 'boundary spanner '. In other words, it is through the mode of language that the organizations work as cohesive unit and it binds the internal and external stakeholders.

Chughtai (2008) states that business in the corporate sector in Pakistan not only requires the use of the official register of language in English, but also needs employees trained in the local tongues as well. Pakistan is a unique market, where the "worth" of an investment/customer heavily depends on the emotional sentiments of the supplier to the customer as well. A customer who is considered snobbish will be handled in a very different manner as compared to a person from the local region of an equal power-monetary approach. Therefore, in order to handle dealings with various suppliers in Pakistan, an inter-cultural experience is must for the employees, and being versed and competent in the use of English as well as local tongues is necessary to amalgamate in the market community. He further states that English language, with all its juxtapositions is quite justified over the use in global suppliers and international community. The Pakistani market is a unique amalgam of the modern and the ancient that requires the employees to be able to have an intelligent grasp over local modes of communication, competent formal communication and the use of English language as a bridging

factor between cross-country information exchange. Thus, competent use of English language is one of the decisive factors of corporate success.

2.7. Communicative Competence and Job Satisfaction(JS)

Employees' JS is essential to job retention Hoefflinger (2017). As much as the title clears the idea, there's a lot more to this, which a lot of corporate sectors fail to provide resulting in an outcome that is niche and incompetent to the other rival companies. For example, The C.E.O. of one of the world's most widely used social network, Mark Zuckerberg, who happens to be world's youngest billionaire comment's on Employee Job Satisfaction as quoted as cited by Hoefflinger (2017): "… treat your employee in a manner that he doesn't use your WIFI to search for another job" in one of his interviews. The idea of Employee Job Satisfaction is directly linked with the companies work and the performance of an individual employee and the trust building. However, World's most thriving companies have the idea differently and you cannot compete with their idea of Employee Job Satisfaction. In a corporate sector the idea matters as such that the ease of environment and comfort level provided to the employee working for the company.

Communicative Competence (CC) is also somewhat related to the employee job satisfaction since, effective communication between a Boss and an employee leads to the better understanding of the desired outcome and obtained result, Pelekene (2016). A company, imagine has a multinational expansion and has all sorts of people employed. In such cases, communication competence comes in handy and all sorts of results are solely dependent on how you convey your desired result and what you want from the employee which eventually leads to Job Satisfaction. However, if we peak into the world's most thriving and successful companies. Such as previously stated Facebook, we can see how they have soothed their employees and they are working as family under. An excerpt from the book "Becoming Facebook" an inside story of Facebook told by former Head of Global business marketing who stated some ideas that are evaluating the best out of employees.

Hoefflinger (2017) also suggest that personal interaction with employees enhances the trust and sense of responsibility in an employee. This idea of trust developing and building a sense of responsibility gives the employee a sense of importance and sense of value that plays an essential role in developing business and a world's largest and most competitive social network. Moreover, in a normal start-up in any business, the newly employed employees have a sense of

fear and their ease of being replaceable that keeps them in a constant mental pressure resulting in an unsatisfactory result. So the idea of removing the communicative barriers between the company's executive board members and employees keeps an utmost importance. Similarly, the respect you have as a company's executive or a C.E.O. matters the most. The adoration of the employees for the hierarchy person whether a boss or a high executive member keeps their loyalty unconsciously and sense of sincerity within the company. In a casual manner one can say: 'pledging one's loyalty to the company' but no company has ever thrived without loyal and sincere employees who solely work for the company and its betterment. On the other hand, the working environment provided, can sometimes play an effective role. For example, nitpicking an employee's way of dressing, the way he keeps his working desk and all sorts of irrelevant comments that are made that can disturb the comfortable environment for the working employee. Rather, look for how he works and value his efforts is the main idea that come in Employee Job Satisfaction (EJS) and most obviously creates an impact in the communicative competence of an employee.

Munisamy (2013) highlighted the factor of political environment which can make serious discomfort for the working employees as they would begin to fear their colleagues and that would eventually bring a lacking in their working progress. He further states that as the world is progressing, it is clearly seen that the old traditional way of working places and hierarchy systems is finally being vanquished. Even in Google, Facebook and Apple type companies which happen to be the world's most thriving companies, rooting off the tradition brings in a wish to enhance your personal capabilities to be employed there in such a privileged environment to have an ease of work and enjoy the perks of being called an employee of the world's most known company .

2.8 Linguistic Capital

According to Bourdieu's (1977), classical model of linguistic capital, any form of cultural capital which is defined at the level of human individual is classified as the cultural (linguistic capital) of the person. It is a classical conceptualization of the idea. This can be understood by the example that a superior accent that signifies an upper class culture would be taken more seriously in certain situations than people of perhaps a lower-culture accent. This differentiation between these two sets of individuals is based upon the inherent linkage between their linguistic capability and supposed financial or social standing. Thus, a good accent and socio-linguistic

behaviour are an acquired form of capital that can and will benefit the said individual in certain social matters and speech sets. The speaker enjoys more credibility as compared to a speaker of less eloquence even though the subject matter and actual social standing may differ altogether. In short, Bourdieu suggested that dialects or sociolects can offer an individual certain advantages and benefits.

While this rationale is usually only applied to dialectal variations in a language (accent, dialect, etc.), the same can be employed by a bilingual speaker on a global scale. People who have command over two or more languages and also enjoy a superior accent and eloquence in those languages, they enjoy a more central position in the global economy and have more opportunities as compared to individuals with a relatively lower linguistic capital. It must be understood that Bourdieu declares a human individual as the owner of this linguistic capital and the knowledge of this capital may apply or help benefit an entire speech group, for example, (English speaking nations) over other nations. Simply stated, the global linguistic capital places more inherent value on the English-speaking nations as compared to the Eastern languages or perhaps French speaking nations as well (Schwarzenberger, 2013).

The most important theory on the linguistic capital is presented by Pierre Bourdieu. According to his hypothesis, there can be found a close link between linguistic capital and the term "habitus" introduced by him. Habitus can be defined as the way in which a person responds to its surrounding environment which comprises of the race, colour, ethnicity, language, morality and other values. It is basically the way in which all these collective factors which give rise to culture, influence the behavioural responses of an individual human being. According to the theory of Bourdieu, habitus comprises of "hexes" and other behaviours of human mind. Hexes means the way in which an individual respond to certain factors being a part of a community. This theory suggests that the language having an excellence compared to others in terms of grammatical proficiency and other linguistic factors, has a high market value than others. This is the simplest concept of linguistic capital which is capable of not only defining the basic principles of the usage of various languages in certain circumstances but also regulates the preferences which define the linguistic values. This theory suggests that the credibility of a human being depends upon certain linguistic factors such as grammar, accents, tones and dialects etc. Bourdieu's theory has different kind of recognitions throughout the world. According to

some people the fragments of this theory are fruitful to analyse the dependence of linguistic and other cultural capitals on economic and educational capital or growth. They use this theory as the basis of their findings and research (Bourdieu, 1986).

Linguistic capital usually comes under the category of cultural capital Bourdieu (1991). Linguistic capital usually evolves with the evolution of different civilizations and societies as it depends upon their way of communication and the use of different languages among various cultures. It is passed on from one generation to another with the time through the individuals who use these as a source of conveying information to each other. It is also associated with different accents of the same language if we sub-categorize the language. The linguistic capital is usually explained at the level of an individual human being for example if we consider the example of a person using a well reputed accent of speech, he will have more acceptable and credibility than the one who is using a less fluent or poor accent.

Linguistic capital cannot be thought of as a constant and it varies with time due to its dependence upon the external constraints. These factors varying the linguistic capital are usually the interactions of civilizations which cause the inter mingling of behaviors, attitudes, norms, languages and their accents and hence causes an effect upon linguistic capital. To understand the concept of linguistic capital, we need to first understand that if the language is more acceptable, it indirectly affects the legitimacy of the individual speaking it. This is the basic concept of linguistic capital. For example, if we compare a person who is a native English speaker to person speaking some European language, the person speaking Italian or French will have to eventually learn English to communicate no matter how much command he has on his/her native language (Iredale, 2001). Talking about the evolution of the linguistic capital, we can take into account the example of the globally accepted language 'English". English is being spoken in around 50 countries of the world as a native language. There still is a difference between the accents of different regions (there are more than 21 different accents of English) which evolved with the course of time because people who spoke the respective accents were used to listen these accents around them since their younger ages. If we try to understand the concept of linguistic capital on the systematic level, there are much more factors we need to take account into. Most important of these factors is "grammar". The use or selection of a certain language medium depends upon the situation in which it is being used. There is hypothesis that the use of these linguistic

features and structures can be effective at times because it helps to increase the human capital. Linguistic capital is important to provide an identification to a nation or community on the global level. It also helps to develop the education, legal, administrative, political, social and economic structure of a society. The economic growth of a society is directly related to the credibility of its language in the eyes of other nations. Hence we can say that linguistic capital influences the economic, symbolic, social and the cultural capital of a community or nation.

It must be noted that at a system level, many additional effects can be noted in this behaviour that inherently arise from the fact that various languages differ in terms of structural linguistic features. These structural linguistic features are basically the various grammatical, lexical and semantic differences between these languages. Similarly, on the same note, certain features or language structures also help improve or enhance a certain speech community's cultural capital. These structures extend or improve the social or human capital based on the "Whorfian" effects of linguistic relativity, Wolff & Holmes (2011). This means that the structural form of a language with proper grammar and related structure serves as a means to improve the linguistic or cultural capital of that language and thereby improves the cultural capital of the human individual belonging to that speech group and improves the overall competence of that particular speech group as a whole. It still remains to be found whether the existence of such language structures in a particular form constitute a form of capital on their own or perhaps serve as a vehicle to preserve, combine and transfer cultural capital. In either case, it is a realistic approach to focus on formal education and literacy to contribute and preserve linguistic capital on both the individual and group level.

According to Bourdieu (1991), cultural capital is defined as the knowledge, skills, and other cultural acquisitions that are exemplified by educational or technical qualifications. Therefore, in a broader sense of the word, linguistic capital can be classified as a form of or subset of cultural capital. It is not a transferrable trait in general and is not acquired usually by some structured learning process. It is rather acquired over time with the cultural intermixing and assimilation within a cultural group and the free-mixing and understanding of the norms related to that cultural group. When a person lives in a certain social setting and is associated with a communal or social group, he is able to recognize features that are associated with better linguistic capital and features that are associated with a weaker linguistic capital. These various

features are often identified as a "superior accent" which indicate that a person belongs to a certain group. Similarly, accent, posture or even mode of eye-contact can be classified as a form of linguistic capital that is being perused by various resources. When one integrates into an environment, these features of capital importance are acquired into their speech and communication patterns by default in an attempt to better fit into the environment. According to Bourdieu, possession of such linguistic features helps one exhibit a special kind of power over the community. For example, a British accent is appreciated and associated with sexual appeal in various cultures. If one's language is considered legitimate, it offers a special appeal and power. Bourdieu stated that English happens to be spoken in more than 75 countries in the world and when English language is spoken at home or in a public setting, the acquired understanding and lingual semantics of the language that include accent and other features are naturally selected on the basis of the group surrounding a person. That is why people have more than 21 kinds of English accents in the world. Now in this situation, more value is placed on certain accents as compared to others based on their linguistic capital. An American or British accent is preferred over an Arabian or Chinese accent which is preferred over a South-Asian accent of the English language. This is why Bourdieu also coined the term "habitus" along with forms of capital. According to him, habitus is the inclusion of attitudes and dispositions. According to him, habitus remains to be the property of a social group that works towards the development of structures and structuring structures. Therefore, "habitus" is mostly composed of one's past and one's present social interactions in a community and other various iterations that can constitute the socio-linguistic culture of the community one resides in.

2.9. Linguistic Capital as Symbolic Capital

Symbolic and linguistic capitals always show a link between each other. Symbolic capital can be thought of as honour, respect or name one earns by the achievement of an important reward or a community benefit. Both of these capitals are closely linked to the social capitals. There is a close similarity between both because both are not specific or unique like the physical capitals. The can vary from a community to community as the nature of culture, ethics, morals and other values varies from one community to another. Symbolic capital is the measure of the honour or respect an individual gain. For example, if we talk about education which is a symbolic capital. In any society, an educated person will be valued over an uneducated one. This indirectly means that he/she has more monetary value in terms of capital. Symbolic capital is

always linked to the community benefit and a person who is getting education is indirectly helping the community to get better by increasing its productivity. Whereas other physical capitals are most of the times concerned with the individual benefits. Both of these capitals tend to benefit the community to which they belong. For example, if a nation has a higher value of its native language, it indirectly benefits the nation itself. Similarly, in the case of symbolic capital, an honour gained by a person or a group of people distinguishes the nation from the other nations. In both the cases, the word 'capital' should not be confused with the actual money or currency but it is a source of something beneficial to the community. Therefore, the economic capital should never be confused with the linguistic and symbolic capitals which are more related to the human behaviours or the way they respond to circumstances (Bourdieu 1991).

Symbolic capital is most of the times related to the individual effort of the people. Both of them are evolved with the changing behaviours and attitudes. Symbolic capital can sometimes be thought of as a combination of economic capital, social capital and cultural capital. Economic capital is most of the times related to money, cultural capital to education and social capital to the connections. Together, they decide the ranks and positions of individuals and to achieve that efforts of people are required. Another close similarity that can be found between these two is that both are related somehow to the cultural capital. As discussed earlier, these two are not the direct monetary capitals but they play an important part in deciding the direction of world's economy which means they have a close dependence on economic capital. And hence these capitals have an almost equal importance as the economic capital with an attached benefit of community advantage. Boundaries of these two are ambiguous and sometimes become intermingled which can be explained by the dependence of both of them upon the term "Habitus" which has been explained earlier in detail (Bourdieu 1977).

The linguistic capital is the national or cultural identity, the way one speaks, dresses, behaves and is identified with (Bourdieu, 1986). Here, this research aims at portraying how having linguistic capital can influence a person's credibility and legitimacy. The fact is that the affluence of one's speaking skills and his way of expression tells a lot about his personality and behavioral knowledge. Here below are enlisted few examples of linguistic cultural or national Capital:

1. In Sociology, Cultural Capital can be termed or defined as, the effect of surrounding environment on an individual's assets in any given situation; whether a crisis or joyful situation. Sociologically the cultural Capital is a term that has many aspects that includes; education, intellect, dialect, dress, marital selection, way of thinking, tolerance level, parenting, brought up etc.

2. Effects, imagine your national identity from wherever the country you belong from or whatever the cultural background you have in one way or another you have their way of behavior, perspective such that through your actions a viewer can judge your background or parental brought up. The linguistic capital can impact your trust building capabilities, your influences and emotional interaction with the group of people you on a daily basis interact with. As a norm, you would feel more comfort who sounds full of character when he behaves and the vibrations one catches form another is to be acted upon. As an instinct, you're always more friendly towards a person who has his national brought up and surrounding environment that you find more intriguing.

3. The effect of linguistic capital is a form of cultural capital defined at the level of human individual. For example, in many cases let us assume, as a Pakistani you have always strived to have a proper or an upper-class accent while interacting with another person whether you're interacting with a family member a friend or even a professional each time you adapt to an accent that is different from the previous and is casual or more conveniently between you and the person you are surrounding yourself or interacting with. This often leads to variable or split personalities of one's actions but your main background remains the same.

4. To have an upper hand in any conversation, presentation or even a dialogue between your bosses, your family members you will realize a switch in your tone from casual to formal and trying your best to leave a more professional impact.

There are three confined types of Cultural Capital enlisted below that will help to have a clearer understanding of the topic. (Bourdieu 1991)

1. Embodied Cultural Capital: the type is quite specific for an audience of general intellect but to clear this idea; any style, knowledge that has been descended from either your ancestors, parents or adapted by your surroundings as you grew up are all

part of embodied cultural Capital. This cultural Capital cannot be omitted or removed since this has a background and deep roots within a person's sub-conscious. The mastery of language in one's childhood or whatever he has learnt include in the linguistic cultural capital, which is a person's way of communication presentation self-expression etc.

2. Objectified Cultural capital; one' work of art scientific discoveries or even instruments that can be transmitted for any provided reason. Still you cannot transmit in any other culture purely by transmitting the artwork or scientific instruments, except for a miracle, or a coincidence especially when an art work is researched upon by the one purchasing it or the one it is being transmitted to.

3. Institutionalized Cultural Capital; any given formal education; from a school or university or any such institution is the part of this type. Academic degree, educational credentials or papers that determine one's qualification or profession are its type.

As, these given types have clearly specified that Linguistic Capital has its own cultural roots that cannot be transferred to since the experiences, surroundings and their parental brought up plays a major role in the entire idea of Linguistic Capital. One cannot simply experience the same tragedy or fortune which compiles up to be the building blocks of one's cultural identity. For example, English is a widely spoken language and a national language of various countries but the style, accent and even some vocabulary items differ from place to place; this is due to the brought up of one's culture or national identity.

Linguistic capital becomes the controlling factor of the cross cultures communications. As today, the world can be thought of as a global village due to the advancement in technology and communication has played the most important role in achieving this. Communication is important for educational purposes, trading and business purposes, social and political matters and to conduct talks on global benefits. Thus this transitional linguistic capital tends to control this sort of communication. For example, if a person is capable of speaking multiple languages, he is likely to have a higher linguistic capital. But it does not always depend upon the number of languages but also the worth of languages one knows. One might put its effort to learn a difficult language but the efforts would be in vein if the language has no recognition at the global

platform. This is due to the relatively high linguistic capital and hence a high market value or cost of certain languages over others (Iredale, 2011).

If someone has a command on English language, that person is credible and in benefit because it becomes very easy for him to communicate and thus continue any sort of business in any corner of the world. Despite of its higher linguistic value, in some cases it might be more fruitful to learn a language other than English. This is due to the fact that the language also depends upon the number of speakers of that language in a community. For example, some Asian civilizations such as China and Japan still promote their native languages in their nations and an outsider will be in a lot trouble if he is not familiar with the language at all. From this concept, we can conclude that language is not only a tool of effective communication but it is also a symbol of power. When someone tries to communicate, the aim or purpose is not just to be understood but also respected and recognized by the audience.

Language can also be linked with the educational procedure in the country. If the education quality is being improved by implementing the learning process in a more prestigious language such as English, there is a possibility of increase in the people's interest towards it. Communities which have well established educational systems always prefer teaching the foreign languages to their individuals for a better quality of learning. Moreover, it's fruitful for the individuals as it helps with the above mentioned factors. The link of the linguistic capital with the power can also be understood by the example of the obsolete languages such as Latin or Greek. Latin and Greek people were the pioneers of education and hence people learnt those languages to become a part of learning procedure. When the power got transferred to other nations, those languages were automatically outdated. Similarly, before English, French was the international language due to the power of the nation. Thus, languages are a symbolic representation of the competency and power and people automatically tend to learn the more valued language (Summers,2005).

2.10.Symbolic Capital and Job market

Bourdieu argues that people in a community act like a market where each of them has a certain position and the interaction and inter-relation of these positions results in the distribution of various kinds of capital. According to him, this capital is not only the economic capital of a group, it is also the cultural or "linguistic" capital, and more importantly, the symbolic capital of

a target group as well. The cultural capital is assumed to include various iterations like knowledge, skills and other cultural acquisitions) but also takes into account the symbolic capital of a country. This symbolic capital includes accumulated prestige or honour. According to Bourdieu (1992), all speech is produced for and through the market to which it owes its existence and its most specific properties.

The existence of such a market allows the speaker to have a certain value over the linguistic products of that speaker. This "value" attached to the linguistic products of that speaker allows the existence of the term linguistic capital. It allows the orator or speaker to produce expressions which are highly valued in a market like this. Thus, the more linguistic capital possessed by a person, the better symbolic power is exercised by that person and therefore, has more cultural acceptance. Bourdieu explained this symbolic capital from historical examples where 19th century priests, doctors and speakers used the Parisian dialect instead of the local dialect in order to assert a symbolic power over their own communities. This linguistic capital allowed them to possess powerful positions in the French society. According to Bourdieu, constituting a linguistic market in this way 'creates the conditions for an objective competition in and through which the legitimate competence can function in linguistic capital, producing a profit of distinction on the occasion of each social exchange' (Bourdieu, 1992).

Therefore, Bourdieu (1986) criticizes linguists who continue to maintain models of communication that are heavily dependent upon the linguistic exchanges and the linguistic productions of the language that reduce the very language to a mere act of communication which is destined to be deciphered by some code. He preferred to consider communication a natural and spontaneous process that stressed the relations of communication par excellence. In linguistic exchanges, the power of various groups and the symbolic power of the speaker is realized through interactions. The author reiterates that this is a special kind of invisibly exercised power that can only be practiced by those who do not want to know that they are subject to it or even that they themselves exercise it. It is practiced by actors who convert one kind of symbolic capital to another. Therefore, according to these studies of the cultural capital, a good education (which is cultural capital) enables a person to speak a foreign language which is associated as linguistic capital and allows a person to work in a good multinational in the corporate sector (hence economic capital) and possess a certain level of symbolic capital.

Another important aspect in this regard is the "relevance" of a political or linguistic power in a country. It is important to identify the factors that decide that a certain linguistic talent or trait would be identified as powerful within a certain community. According to Bourdieu, this answer is explored in the political will of the dominant language. He stresses that 'the effects of domination which accompany the unification of the market are always exerted through a whole set of specific institutions and mechanisms, of which the specifically linguistic policy of the state and even the overt interventions of pressure groups form only the most superficial aspect.'

Thus, even though legal or quasi-legal means exist to identify a language as an official language, its general use and autonomous reproduction depend upon the state's definition of the linguistic requirements out of its individuals. Most states enforce a necessary compulsory language in a student's education to ensure that the official language is integrated into the linguistic competence of the individual and ample opportunities are provided for the linkage of such traits into the symbolic capital of the individual in person and the community as a whole. But, the writer also argues that these linguistic customs cannot be simply changed by a decree. It is a natural developmental process and the time taken to develop said competence in the language is ascertained by one's cultural commitment and appropriateness.

Furthermore, Bourdieu argues that practical relation to market or feelings like ease or embarrassment help establish market sanction and therefore provide apparent justification. In comparison with linguistic competence, which happens to be universal based upon Chomsky's (1965) identification, the linguistic capital is very much based upon one's background, social status, accent etc. For him, the context for a linguistic market, the only way to accurately measure linguistic capital is based upon the person's capability of registering the right responses to various speech acts, voicing their opinions with authority and relying on symbolic power and affected linguistic power to streamline everyday communication. It heavily depends upon the contextual demand of that particular time and the adeptness of the communication is also dependent upon the context upon which a certain act of initiation or interaction has been placed.

2.11. Linguistic Capital and Linguistic Competence

In order to understand the distinction between linguistic capital and linguistic competence, it is necessary to first understand the meaning of these competence and capitals themselves. Whereas the linguistic competence is based entirely on the individual's ability to adapt and adjust in various kinds of environments, linguistic capital is not an "acquired trait". It develops overtime based upon the various situations and circumstances exposed to the individual and therefore, is gradually learnt over time. According to Bourdieu's definition, this acquired state is gradually assimilated as one learns different linguistic traits and structures that are related more to symbolic power to an individual. These traits cannot be all acquired through the learning of a trait in the form of structured trails and learning procedures. These traits are acquired by organic learning, understanding and developing prowess with one's predominant social position and acquiring symbolic power by the accurate and situationally acceptable and natural use of that acquired power.

Symbolic capital can also be linked to the language a person speaks, what accent he uses and more importantly in which country he is. Now, if a person speaks in English language, but uses a British accent in some English-speaking country, then that person will have symbolic capital towards other people in that particular sector (Shwarzenberger, 2013). If a person speaks in British English in Pakistan's corporate sector, where the official language is Urdu, then he might have less symbolic capital against a person with the same skills but speaks Urdu. In simple words, having symbolic capital depends upon the culture, language spoken and the country of the corporate sector.

According to a study by Johnstone (1998) on World Bank's Vietnam Education Financing, for the individuals working for the World Bank, the organization asked for skills, knowledge, and "attitude" to successively become educated "Vietnamese" national subjects for the transition from a planned to a market economy. Therefore, the purpose of the study was to gauge the educational reforms in place in order to cultivate the human potential and productivity. It must be pointed out that the study identifies Vietnam as one of the few countries that has been conquered numerous times by different colonial invaders that have forcefully turned a single nation into schizophrenia of multilingual communities and morphed their mother tongue with additions in these languages. It must be understood that while some transitions were fairly

gradual, others were forced down the Vietnamese culture under a well-planned and hegemonic linguistic colonization by China, France, and even the Soviet Union. This planned capture of the linguistic capital of the country and usurping the political balance through this transition has robbed the country of the unified Vietnamese homogeneity of the pre-colonial era. Accordingly, in order to join the (ASEAN) or the Association South Eastern Asian Nation and be capable enough to sustain a growing economy, the country and the nation requires a national language or "official" language that ensures the register of communication is streamlined. From the results of the study, it was shown that individuals with preliminary education in English language earned about eight to nine percent higher than the average individual working in the same sector and job. Hence, in the long run, it has the capacity to yield relatively higher rates on the investment for these young individuals (Kam, 2002).

The bank found that the assimilation of the English language into the culture was a necessity more than an official need since the very native speakers of Vietnam spoke in many different tongues and therefore, a medium was needed that could help inter-Vietnamese and inter-country communication with possible international buyers. Therefore, the learning of English as a primary, secondary or tertiary language in that environment was not only an ethical obligation but also a professional "linguistic capital" in that environment which the bank classified as the right attitude for the person. It is interesting to note that Robert Phillipson has classified the use of English language for global communication as a form of lingual imperialism, but the fact stands that ever since the British colonial era, most of the annexed countries adopted English as their official language, which followed the era of Western Capitalism in America, which then strengthened this linguistic imperialism in the world. Similarly, it must be noted that organizations like US Peace Corps, UNESCO, USID and OECD all employ the English language with people from different nations, therefore maintaining this imperialism of the English language. Despite this realization, the bank decides to employ it out of necessity of purpose than the continuation of this imperialism. It's used as an instrument of good, in a state of universal transcendence, freed from attachments of mechanisms of any national sovereignty and any imperial, colonial or even national tradition.

In yet another study conducted by Lan (2011), the various forms of educated migrant workers from several countries of the West reaching Taiwan were considered. These migrants

were allowed better jobs from the West to Asia, drawing on their linguistic and symbolic capitals. The writer wants to deconstruct the idea of free-moving cosmopolitan nationals and help the audience focus on the fact that these Westerners move towards the East and enjoy a certain hegemony when it comes to jobs as they are preferred over the locals. Instead of moving all over based on some soul-induced mission, their calculated and pre-positioned moves to take over various jobs in the east are an extension of their right to use their linguistic capital and the global domination of "white privilege" in the Eastern countries. The author argues that their privileged positions or disadvantages are all linked to their race, ethnicity, nationality, class and gender. Furthermore, the writer argues that these individuals are able to cash in their hegemonic cultural capital of speaking English with a native proficiency that allows them to convert this symbolic cultural capital into power and social and economic capital in the Southern side of the globe. Besides, the writer believes that even the English-language capital is further very a much racialized system that depends upon various factors. The author has further elaborated on these factors naming "white skin" to be a predominant factor in this regard and also elaborates that certain accents are preferred over others and given more cultural capital as compared to normal English-speaking individuals with the same proficiency. Therefore, in the Taiwanese job market, this special treatment of White English native speakers, results in the isolation of such foreigners in ghettoized special jobs which are tailored to their class and hierarchical needs. Even though the packages offered by these jobs are lucrative indeed, the market remains impenetrable for any other kind of job for the Westerners. Similarly, the fear of starting from a scratch in the West has led these individuals to hold onto their jobs dearly and get stagnant from the prolonged sojourns in the south (Iredale, 2001).

In order to study this issue in depth, it is important to note that the current literature over the nature of "highly-skilled individuals" is very vague and unclear. In order to understand this definition, it becomes imperative to classify the various kinds of immigration into Taiwan, especially considering the various factors like professional immigration and labour immigration and the class/hierarchy. In fact, most of the jobs taken up by these individuals involve a special niche of operation. Furthermore, these jobs are not able to allow these foreigners the freedom to exercise the free approach into the market. Furthermore, it also has to be considered whether the hierarchical position of these individuals is through open immigration and application of jobs, or, as often is the case, they have been shifted from another multinational for establishment and

operation of a regional branch in Taiwan. Thus, a clear difference is identified in the trajectories of migration of these various individuals based upon their inherent cultural capital within the Southern globe. Another research by Smith & Favel (2006) suggests that these workers suffer from an additional fear of being "deskilled" as their proficiency over language slowly erodes over time and their human capital is not properly converted after crossing borders. Similarly, in a reverse situation, it has also been observed that certain characteristics of the native-tongue speakers are even more enhanced as they discover and learn to exercise their symbolic capital in the region. This is because their linguistic capital increases after penetrating the local culture and traditions as well as having the knowledge of previously established cultural capital of the West as well.

Thus, the definition of "skilled" individuals is twisted and it does not offer insight into the relation of their cultural capital and the world. On the other hand, if the same study is used to observe how the possession of various skillsets and the knowledge and experience is appreciated or in other contexts deflated in certain social situations, it allows us a better insight into the relative cultural and linguistic capital of these Western expatriates in the Taiwan job market (Smath & Favel, 2007). It is also worth noticing that this study recognizes that previously all similar migrations have usually occurred from the South to the Northern side of the globe, from the Eastern side to the Western side of the Globe. The recent transfer of this brain power is embedded in global structural processes that include the labour market being restructured in modern world metropolitan cities, the international spatial division of labour, and the expansion of a global world economy.

Furthermore, the identification of channels that lead to such migration have been identified as the international recruitment agencies, the internal labour markets and finally, multinationals moving their employees into various Southern countries providing strategic linguistic capital and symbolic power in terms of control of various regional arrangements. Very recently, an interesting change in migration trends has been noticed. While most people chose to transfer away from the Southern countries, this current shifting trend focuses entirely on people from countries like Taiwan, China and India, shifting back towards their home countries and exploiting growing local markets and trends. This local integration of exchange markets into the current system coined the term "Brain Drain" which signified how these individuals learn and

acquired linguistic and strategic capital in the West but moved in the East to both improve their own linguistic capital back home and furthermore, increased the chances of progress for their home countries as well. Consequently, these particular kind of migrants are quite different from the normal migrants since their linguistic capital is assimilated over time in a specific region (say American accent acquired in America) but in essence, are natives and hence do not have the same symbolic power as native Americans in Taiwan themselves. Similarly, they do not enjoy the elements of "positive racism" that are usually experienced by the individuals of foreign decent in Taiwan.

Basically, according to complaints and logistics collected by the authors from the informants of the study, all informants agree that they enjoyed a certain level of privilege and degree of comfort in Taiwan with comments like "Foreigners are spoiled in Taiwan" and "Life is Easier here" everywhere. Unfortunately, the same behaviour is not intimated with foreigners from a different spectrum of racial decent. So, discourses of xenophobia and racism have been observed by foreigners from a different cultural heritage despite having the same or similar linguistic capital as their white counterparts. While the white participants of migration are considered as the "superior others" or "global talents", the foreigners of the same skill background and heritage are considered as leeches and disposable labour. John, a white American, quoted the racist remark his Taiwanese neighbours made when telling him not to mingle with Filipino workers in the neighbourhood: 'You are like [a] white angel close to God and they are black demons close to earth'. As a result, racism and linguistic capital are associated because of the inherent value placed in a person's symbolic power due to a certain kind of upbringing in a certain kind of environment. Thus, this white supremacy in Taiwan, as is practiced in various other parts of the world, is a clear example of when communicative competence is superseded by strategically acquired or inherently possessed cultural capital in a country. In fact, sometimes, the officials themselves are so undermined by their lack of ability or prowess in a certain language that a guilt is associated with the communication of said individual in English. Policemen, guards, and various people of the service industry, who do not necessarily have access to the same skill level of the English language as the Westerners often give them a free-pass by unconsciously being "overpowered" by the symbolic capital being expressed by a white male/female in any speech act. These servicemen feel ashamed not to be able to speak the

English language and that can be used as leverage in various countries down the Southern side of the globe.

Sometimes, a stigma or element is attached to the cultural capital of a person solely based upon the reputation or clichéd references to the element associated with their community group. In Taiwan, all foreigners are considered to be "Earth Lovers" who would want to work for the betterment of the environment. Similarly, all Westerners would be considered easy going party lovers, even if that is not entirely the case. Thus, we see that sometimes, a certain aspect of the cultural capital is not acquired or learnt through the requisite schooling, but rather assumed about a person due to their community's reputation for the same.

If English language is considered as a cultural capital, it is due to its strategic positioning in the globe as a means of political and economic hegemony of the United States. Crystal (2012). While the parents of about a few centuries ago focused on equipping children with necessary tools of survival, the modern day parents try their best to equip children with the English linguistic capital that is the requisite of a global citizen existence as global elite that is fantasized by the Southern globe trotters. Every part of the community, from the upper class that hire tutors, the middle class that send their children to cram schools to the lower class slums that employ the use of Western charity teachers to converse and tell stories to their children, each and every parent of Taiwan realizes the importance of the English language in the future of their children and recognize the role played by the English language for their career and job success.

Individually, an ample amount of people has benefited themselves with this idea of common global language. As a matter of fact, this interests the individuals in expressing themselves, their attributes and their skills. If we talk about the multi-national industries whether of medicines, engineering, textile or even computer software related, all have in them, one thing common that is language and it is true the better you can express yourself in the interview among the people who have an ever growing thirst for perfection, this trait comes in demand. Moreover, in the selection process the eloquence and profound speaking skills are always on the first basic criterion and with the common conversing grounds, the scales favor the individuals to the utmost. Skills in the particular applied field matter but due to lack of self-expressing and communication skills things can get out of hand there (Blasko, 2010).

Summers (2005) identifies English language teachers in Asia as "culture workers" that are employed in an industry that does not only sell the teaching of the language; they sell it as a cultural product. The author has compared this to the Chinese selling Chinese food in a traditional Chinese setting in America. In both aspects, people buy not only the food and the "language", but also look for and appreciate the cultural heritage and education that comes with that particular form of exchange. The parents do not require their children to be well-versed in the English language; they want their children to behave like American children and carry themselves like their teachers. Similarly, the only reason Americans buy Chinese food is the authenticity of the cultural exchange offered by their food and traditional setting, although these people have not actually seen China. Thus, successful English teachers in Taiwan realize that the parents look the authentic "Englishman" in them rather than a simple teacher of language for their children. They expect a certain level of symbolic power being exuded from them on their children and hope that their children will acquire and exhibit some of that symbolic power themselves. It is observed that even in teaching positions, parents take special care that a "North-American" accented teacher is preferred over a South American one. Therefore, Canadian and Americans are generally preferred for these teaching jobs. Similarly, it is noted that being a Canadian or an American is generally not enough for a teaching requirement; Generally, these jobs are quite racialized and white participants are given better chances at career success as compared to their black counterparts. This is because white parents place more trust in the cultural capital of White Americans as compared to the cultural capital of the Black Americans.

English language has maintained a global hegemony over the publication of global intellectual production with particular significance in the sciences, medicine and economic niches. It means that the English language has a monopoly over the sciences such that all great universities of the world teach their respective subjects in higher studies in the English language. This hegemony is natural considering the educational and traditional career paths taking people all over the world and English is one of the most spoken languages in the world, but then again, the same hegemony could have been created by the French as well, since the French speaking individuals exist all over the world. It is worth noting that this particular imperialism has made it necessary that all brain and intellectual capital have command over the English language. This "command" over the English language gives a certain symbolic capital to the English language by associating their intellectual ability with their linguistic appeal as well. So much so that

students being taught the same science in their native tongue are held in less regard as compared to students learning the subjects in the English language. So much so that only 6% of the world's intellectual capital is translated from the English language to another language (Summers, 2005).

In a world where difference of opinions, ethnicities, cultures, religions and languages strive to divide mankind, the ease of trust building between two different minds could only be brought by a common way of conversation, which is the gateway to understanding, negotiation and well planned business start-ups. English being a global language, spoken by an approximated amount of 1.7 billion people has influenced the global business heavily. As we surf the internet and conveniently look for things of common interests. Not only this, we often tend to socialize across the border using this very language. Being brought up in a world such as this; having a common language and ease of trust developing, the world has morphed into an international business machine. With respect to all the differences, we see today how world's super powers have joined hands in the business world and corporate sectors to align their unique capabilities and progress into developing the world and lead a history full of innovation and bright ideas (Romaine,1995).

Some authors like Bryson (1990) have justified this commonality or bias of English on the basis of its natural or its inherent ability to inculcate various other nations or the "democratic" ability of this language; one in three humans in the world communicate in English. But it must be noted that these contentions are in favour of monolinguals and an imperialistic approach to languages. This hegemony of languages has resulted in various languages to die out completely because of the lack of speakers and the dissent and prejudice against speakers opting for this language for communication. The author continues to defend the roles of power and speaks about the comparative advantage enjoyed by the English speaking individuals in the present, while also debating that more humans in the world speak Hindi and Chinese. This advantage is because the English language is used as a lingua franca for official business world. The English language not only signifies an individual capital, but also yields a communal advantage such that even in the third world countries, the general public sympathizes more with English speaking individuals as compared to humans with other tongues. This power or linguistic capital offered by the English language is the reason most third world countries focus on English learning acquisition in order to compete with developing and developed countries. Thus, it is not

required for the right of entry or citizenship alone in a country, but it can be thought of as a bio-politically defined "life is worth living" feel. Thus, this particular kind of English, which can be classified as a transitional capital and typical market English, cannot be really classified as a national or imperial capital class of English but rather as fundamental need of most modern markets to operate in an increasingly developed e-market scenario. It is interesting to note that since this kind of market English is not developed or learned through trained institutions, it cannot be put into the same imperialism or nationalist agenda category. It provides a certain amount of capital but it does not fall into the same linguistic capital; rather it is identified as the need of communicative competence to be aware of a few important phrases of the English language that can serve as a bridge between multilingual communities. These phrases do not convey the entire meaning by semantics alone. Sometimes, hand gestures, coupled with some words are able to convey the same meaning.

Linguists like Phillipson (1992) and Pennycook (1994) have thoroughly documented the intervention of the British through the East India Company's front in places like Asia and Africa, the Malays and China as well. Thus, although the colonization of these countries was stopped, the linguistic capital established in these countries has continued to haunt the histories of these countries even after the passage of decades. The East India Company's regime gave birth to a linguistic platform in the form of English language that could help connect the world in trade and cultural exchange without mutual problems. So that an Indian man can travel to China and use the English language as a medium to learn Mandarin and other dialects. It would have helped if the English language had a more diverse vocabulary or grammatical structure as some other linguistic structures like the German language but it is suited to the learning patterns of various languages since popular media, and the syllabi themselves, especially the books and literature help expand the lexical competence in the English language even before the language is learnt itself; thereby the need to start the lexical capability from the very start is eliminated. Therefore, we conclude that while the English language does serve as a medium to communicate in the market through necessity, it does not necessarily contribute to the British or Americans as some form of premeditated coercion or consent strategy. It is merely by chance that British and American companies have a definite edge in the penetration of such target markets and enjoy a certain culture and linguistic capital in the accommodation in these markets.

According to Bourdieu (1992), discourse is a kind of symbolic asset such that the competence is inherently defined by the command over linguistic capital. Linguistic competence, like any other kind of competence, usually functions in a certain market. This kind of competence can be developed urgently in the form of an annexation or a takeover, or gradually over time as was the case of the development of the English language in Vietnam over time (it is one of the countries that was not colonized until the Second World War).

2.12. Capital and the Labour Economics (Job Market)

According to Spence (1973), the global job market is a dynamic organism. Ever since the industrial era, the source of income for people has shifted from small business and farming towards more complex factory and technical oriented jobs. This technical oriented job market has an ever-changing need of competent individuals that can earn an honest day's work through labour at the mines, factory work and similar work environments. Back in the early 20th century, the ratio of competent population and the jobs was fairly linear, meaning everyone could get a job when wanted and the markets were eager to employ as much manpower as possible. But, in the late nineties, with the beginning of the computer era, the technological advances have turned the job market in an entire new direction. Technical expertise and especially considering the digital expertise have become valuable tools in this industry that look forward to "automation" of mundane labour work. This automation results in a decrease in the number of jobs for the average person. In addition, the population boom has been much faster as compared to the growth of these industries, which means that more people have to compete for the same spots in the industry.

The job market is basically a market where the different individuals search for employers and employees alike, such that "jobs" that require a certain skillset can be exchanged for cash. It must be considered that the job market is not in reality a physical space; it can be termed as a concept that is used to demonstrate the current rate of competition for a particular job in the market. This competition determines one's chances for scoring a particular job in the market. It also clarifies and helps understand the different labour forces at play. The job market can grow or shrink based on one's observation of the labour demand and supply in the market and also accounts for the overall economy, specific industries, specific technical and academic education levels and also foretells about specific job functions. When a certain kind of job market feels

saturated, it influences people's choices of acquisition of skills. Due to the supply and demand behaviour of the jobs vacancies, they are classified as a job market where intellectual capital is traded for monetary function.

The recent tech giants, corporate CEOs and other multinational corporations look forward to multi-lingual employees or the employees who are good at communication so they can have a wider range of tasks which they can be relied with. Conversely, in an interview imagine you are sitting with a crew of different languages that they have as native but are using English because of the formality of the company, knowing their language can help you leave an impact on their emotional relatable aspect of brain where relating with an employee is another step towards building trust and friendship. So, keeping the perks in mind, every individual should be communicatively competent in English to leave impact on the interviewer or even a C.E.O. Having an influence and a corporate reliance on your self can always hand out in your favor keeping in mind building trust, emotional attachment with your boss or the colleagues that will give you a prominent face among all the other employees that do not take such skills as seriously. Today the corporate industries have distributed their products globally and have invested highly to convey to them the product and induce a trust by translating the language in the native. For example, the Shampoo you use in your country is same as the one used abroad but the advertisement casing and language is completely different for the ease of the buyers and conveying the trust. The art of selling consists of all these aspects of building trust and knowing what the clients want to see in your product such that they can trust you with the amount of work they put in to gather all the money to pay for your product (Tenzer, 2014).

In today's global business sector, on the other hand, the role of communication is of high value (Tenzer, 2014). Realizing the impact on customer service and their experience in the use of the product is essentially of utmost importance. As most of the organizations recognize the need of trust developing are committed to better their multilingual aspects to approach the common civilian and hand them the product and develop a better sense of understanding. As the global revenue is solely dependent upon the multilingual marketing and advertisement department and how they convey their product to the local population. The advertisement and emotional understanding of the locals and their interests are the main competitions the multi-national companies that are challenged by the new mandates of the companies for the improved

multilingual communications. For the better understanding of the highlighted topic, imagine your company is of a certain country and you plan to invest overseas with it and obviously expand your product for a better revenue and multi-national approach such that you can compete with the other global corporations that are of top-notch. You would be in utmost need of a communication department for a better content management of customer service, advertisement and marketing. Moreover, your approach would totally rely on the types of advertisements you create to show case your product. For example, your ideas can consist of a local artist that is idolized by the common population or a public service awareness message for a problem that can build bridges to with them emotionally. The stronger emotional relation you have with your customer or client the better will be your revenue and trusted use of the product. Marketing and content management in the corporations is now heavily competitive and with a thousand other brands show casing their product and generally outstanding one another this aspect in the field of business becomes of utmost value.

In order to understand the various factors that can and will influence the labour market in general, it becomes essential to note that the labour market is heavily influenced by both domestic and international market dynamics, it takes into account various factors like immigration, age of the population and various kinds of education levels as well. Therefore, relevant measures to accommodate the changes in this job market scenario have to be considered and consolidated. Some of the measures of these market dynamics can be understood by considering unemployment rates, productivity measures, participation ratios, total incomes of various individuals and the total GDP of the country. While this can define the balance on a grander scale, when the same window is used to gauge the mini-scale of the market, it is rendered unusable (Paul, 2002).

The labour force is usually defined as the number of people who are actively looking for work and are either employed or part of the unemployed majority. In order to determine the enthusiasm or the appeal in a certain job market or niche, the participation rate is considered. This participation rate is defined as the number of people in the labour force divided by the total size of the adult population still looking for a job (non-institutionalized). In comparison to those, the labour force does not necessarily include the people who happen to be sick, or in a drug habitation centre, a psychiatric ward or perhaps are in prison or serving in the military. The

labour force is always made up of people that are readily available for work and this dynamic force keeps changing shape but is consistently mobile. The unemployment rates and the rates of addition in the labour force maybe changing but the overall labour force keeps increasing with the increasing population. In fact, due to less occupations and rising competition, the labour force is targeting small business ventures and independent ventures as well. But, considering that even small businesses create more jobs for the bigger labour force, it still means that the competition and the market are both co-dependent (Wilkinson, 2013)

Various variables such as the unemployment levels (total population/un employed), unemployment rates (employed/total population), labour force and unfilled vacancies are often referred to as the stock variables in the labour industry. This is because these variables are used to measure a quantity in specific time. On the other hand, the variables that are used to measure the effect over a quantity or period of time are usually referred as the flow variables. These flow variables include natural population growth, new entrants into the labour force, the skills of labour , net immigration in and out of a certain labour force (say the United States), and the retirements (or exits) from the labour force. These quantities are usually measured over time.

Although this "job market" or "labour market" has been analogous with an actual market economics so far, it is not always the case. Despite the initial demand and supply analogy, the principles of neo-classical economics suggest that the supply and demand of jobs should also reach an equilibrium state as the market often does, but it is not true. The labour markets have a somewhat consistent level of unemployment. Similarly, another constraint that makes the labour market unique in many aspects considers the compensating efforts within the workers.

Now, that the working of the labour markets has been identified, we can move over to the various factors that promote excellence in the career paths of individuals in the global market, and focus towards the limited market approaches for success considering cases from the United States, UK and the Far-East. These enable us to understand the possible implications related to the communicative competence of the individuals versus their career growth and technical skills vs. career path.

Considering the case of labour market of Bulgaria, a study conducted by Black (2010) foretells a relatively less charged market classified by a scarcity of available jobs. In such a scenario, the labour force is expected to be more than adept for the available job and the

competition is tough for limited wages offered. Even in cases as simple as a job for someone working in a gourmet dining industry, the director of the restaurant of a vocational training school considers the following key qualifications as necessary: the candidate should be self-confident, must have some level of problem-solving competence, should be motivated and interested in the job, must have amazing presentation skills, should be adept at adjusting in various kinds of surroundings and people and should be decisive about actions. Considering these few merits alone, and considering the detailed level of communicative competence explored above, it can be seen that even the simple job role of a waiter requires an individual to be prepared to exhibit communicative competence and be intellectually capable of demonstrating some level of linguistic capital as well in such surroundings. In order to deal with new surroundings and new people, the interactive competence of the particular employee would be challenged.

In another study by Burda (1996), the market of the Czech Republic was monitored. The market is somewhat similar to the Bulgarian market in terms of scarcity of jobs, but it also suffers from the gap between technical and vocational training and the actual job requirements. Since the people are taught in highly focused groups of specializations, therefore, it severely limits their ventures and possible job options for the future. In such a market, adaptability and communicative competence play a major role in securing a job. Various interviews were held in the vocational training institutes of the various labour forces and the most important factors for employment were studied. According to the results identified, a majority of employers have ranked specialized knowledge in the first category. This is natural considering that specialized knowledge is necessary in a market that only produces less specialized individuals. The employers rated the learning of a foreign language (English) as the second most important factor for job vacancies, while key qualifications were usually nominated at third place. At third place, these key qualifications were identified as: Communicative Competence: 100%, Problem Solving Skills: 83%, Team Competence: 17%. Therefore, we see that communicative competence is one of the major factors of enrolment in the Czech Job Market. In fact, communicative competence, when coupled with the linguistic capital offered by the English language, make a better combination and raise the chances of scoring a job in a field where an individual's specialized education lacks.

According to the same study, when inquired about the expected results of the stated communicative competence from these individuals, the employers admitted that this feature was best demonstrated by the employee's capability to answer other participants in a group and form an important part of the communicative group. Furthermore, this competence also allowed the individual to be able to learn from written material and guidelines provided to the individual from various resources in order to improve the soft skills of the individual. Lastly, it also required the individual to be able to learn from the environment and social circle, focusing on various factors like information found in media channels like newspapers, data banks, etc., and have faster learning capability which is acquired through a good communicative competence.

According to Hrehhova (2010), the modern labour market is a very competitive environment and the comprehensive personality profile of any individual applying for a certain job is determined by the adeptness of individual at communication. The individuals with good communicative competence have the ability to learn faster and these key competencies like language skills, writing skills and communication skills are a part of the skillset that enables lifelong learning. Language and communication skills are considered very important aspects in the modern universities and education hubs for promoting and enabling career success and growth over time. These qualities are associated with personal development, successful management of business and organizational meetings, job promotions and having a better concept of cultural awareness. This cultural awareness is part of the linguistic and cultural capital of the individuals working in the labour industry.

Hrehhova (2010) further states that prospects like globalization and internationalization of the work environment followed by important aspects like possibilities of studying and working abroad, looking for foreign internships and much more can only be accomplished by the accurate and precise usage of the communicative competence and language capital of the individuals. Globalization and modern work ethics require competence more than any kind of specific talent since all special work related to the business can be learnt with the right "attitude". Considering the word "attitude" which was also used by Celce-Murcia to describe interactional competence, we can signify that communicative competence is inherently one of the most important aspects of job talent and acquisition.

Language is a prerequisite to finding an employment (Buresova, 2015). The global labour market is very volatile and therefore companies have diversified their target markets and interests. For an individual working in this capacity, it means that the daily technical requirements of the individuals can change over time, but the personality and learning attitude expected out of the individual in a corporate environment cannot change. Modern employees are not restricted towards one particular job alone, but are offered opportunities to work in various niches depending upon the needs of the company and this requires a certain level of communicative competence that can enable the said employees to have a much steeper learning curve. This means that they have to absorb information faster, received via both the written text and listened instructions. Therefore, the modern employee is made to focus much deeper upon their personalities than upon their technical expertise alone. According to Buresova, the technical and business writing of the employees is one of the most important aspects of corporate sector jobs. According to Blasko (2010), in the modern world, classic job success is not only related to the expertise in a single domain alone, rather it is an amalgamation of knowledge about a lot of fields that can help out the employer in developing a diverse and varied workforce and have a better intellectual capital on board. Therefore, for the modern everyday corporate employee, communicative competence, linguistic capital and the commitment that drives that competence is a must. According to the EU and the European Parliament, the key definition of life-long learning recommends that the following skills should be indoctrinated in the average industry professional for a life-long learning aptitude: communication in the mother tongue, communication in a foreign language, mathematical competence and basic competence in science and technology, digital competence, learning to learn, social and civic competence, sense of initiative and entrepreneurship, cultural awareness and expression.

2.13 Communicative Competence and Global Integration

According to Peleckienė (2016), communicative competence is one of the most crucial aspects of multilingual global integration into the work environment of both places like Europe and markets like China, Taiwan and India. It not only refers to the understanding of the use of the local or L_1 language, it also refers to an accurate and competent use of foreign languages like English. The author also reiterates that people think communication has become easier with the added functionality and features of modern tech like augmented reality and instantaneous images. But in reality, that illusion holds no ground when it comes to competent communication.

Communication has always been a rather "human" feature and that competence cannot always be integrated or reproduced in the form of tech devices. Competent communicators not only catch the audience's attention, they speak its language too, and that's not counting the linguistic aspect of speaking the same language, its more about having the same register as their competent counterparts. Communicative competence in the labour market requires the inherent ability to use the three fundamentals of listening, speaking and reading effectively. Furthermore, the author also adds that communicative competence is both the integration of competent speaking and listening skills. It requires the individuals to have a command over their listening skills to gauge and understand the speaker form both syntactic contexts, semantics of the word spoken and also the contextual meanings of the said words.

Furthermore, international communication is defined as a particular complex that analyses the transmission of attitudes, values, opinions, information and data by different groups of people, institutions or governments without the "borders" element. Understanding international communication is important since the global interaction levels between people of different regions and values have increased drastically in the past half century making the world more into a global village than a grouping of regions and countries. Furthermore, with conflicts and economic rivalries alike, in order to match with the competitors, or understand the policies of the competitors, linguistic capital and communicative competence are crucial elements of the modern corporate sector. The modern corporate sector is a dynamic machine which requires competence for lifelong learning, this lifelong learning process cannot be actualized without the requisite skillset of communicative competence and linguistic appeal. Furthermore, the results of Peleckienė's study (2016) indicated that students felt that the correct use of written and spoken expressions was unimportant but the expression of one's views and thoughts freely without inhibitions was crucial to gaining success in a career.

2.14. Communicative Competence and Pakistani Global Workforce

Although dedicated studies over the behaviour of Pakistani labour force inside the region are non-existent, a huge chunk of the Pakistani labour force (both educated and blue-collar) work in the gulf industry. This labour force comprises of more than 2 million people (according to statistics of 2008). This labour force has slowly accumulated ever since the initial boom of 1970s and the current rate of addition to this labour force is more than 100,000 people every year.

From a communicative competence perspective, it is a very interesting case since the gulf work force is one of the most multi-culturally dynamic workforces with people from both the West and the Far-East working under an essentially "Arabian" culture. As a populous country with the labour force having an internationalist outlook, a majority of the Pakistani labour force (both educated and blue-collar) look for jobs in various parts of the world for better economic perspectives. Considering the demographics of this work force, the regional local division of this work force in the gulf stands at Punjab (52%), KPK (25%), Sindh (10%), Baluchistan (1.3%) and finally Kashmir at 6%. The tribal areas have the smallest work force in the gulf sector at about 6%. Therefore, in the gulf work force, Pakistanis have a unique linguistic impediment. Both Pakistani professionals like doctors and engineers plus the skilled labour force as carpenters and plumbers have to work together with people from different countries like India, Bangladesh and other South Asian countries (Pacione, 2005).

Furthermore, this work force is exposed to elements of the Far-East as Indonesian and Philippine workers enter this unique gulf amalgam. Thus, for communicative competence, the Hindi-Urdu language is used for most communication between South-Asian participants, and this enables the workforce to have less communicational hurdles amongst each other. Similarly, the socio-cultural elements of most of the workforce of these different countries is very similar which allows for better integration into the work culture or force. Similarly, an added advantage is the semantic resemblance of the work tongue i.e. Arabic in the gulf with Hindi-Urdu elements so that its easier for the workers to adapt to this language. Furthermore, since most skilled labour of the Pakistani work force are taught both English and Arabic to a primary level, picking up the linguistic of the language becomes an easier process than usual. Similarly, considering the ethno-cultural variation of these GCC countries, we see that the work force is highly distributed and belongs to various different backgrounds. Such a case of ethno-linguistic variation was considered a possible threat to the work force about 50 years ago but the same socio-cultural variation is considered a strength in even the markets of the UK and US alike. Therefore, in order to maximize the potential of this work force, it becomes essential to train this work force to have a consistent and competent outlook of learning processes and therefore develop a linguistic capital and communicative competence to function in the said environment. This multi-lingual ambience offered by this work force has enabled Dubai to take advantage of the global economy and develop into an emerging global market (Halliday, 1977).

Due to the strategic geo-position of Dubai in the Gulf, with respect to the labour forces of Pakistan, India and other sectors, Dubai allowed easy immigration and work visas to inject their economy with skilled labour that already had certain levels of communicative competence and shared some linguistic and cultural capital. This move helped the development of the work force into a circulating pattern, such that despite the immigration of the work force to the gulf countries being temporary (people work and then eventually leave), the total work force at any given time remains constant. Pakistanis prefer working in Dubai as compared to other regions in perhaps Europe or Australia because Dubai offers a certain symbolic capital to the environment and Pakistanis can fit in better as compared to other workers.

While Dubai has a good supply of educated work force from countries like Pakistan and India, Dubai also works towards the development of its own work force. This is done by making sure that the university graduates of Dubai have the adequate communicate competence required to be part of the Dubai work force. Currently, more than 4 million Pakistanis have worked in Dubai from (1997-2008) while the native population labour force is about 10 million. Therefore, a chunk of the labour markets siphons money into Pakistan and out of Dubai. To counter this, Dubai focuses on ETL programs to ensure that the graduates are not only competent in the English language, but they also develop the emotional, cultural, and attitude changes required to be part of the Dubai work force. The teaching programs of English have evolved in Dubai as well, such that the communication programs are no longer focused on the development of their poetic or aesthetic English in the form of reiteration of novels, poems and other pieces of literature. Rather, the education programs of Dubai are re-designing their syllabi based on the communicative and lingual requirements of the graduates in their daily career oriented lives. They are put into rigorous practice about the various possible work related scenarios that can be faced by the average student. Thus, exercises like mock interviews, mock debates, presentations are becoming more frequent elements of the everyday professional undergraduate curriculum (Rababah2002).

2.15.English Language in Pakistani Job Market

According to Tenzer (2014) English language has roots in the very culture of Pakistan. Like most colonized places of the world, the English language entered Pakistan through the British invasion by the East India Company. The linguistic-imperialism of the British had a huge impact over the

local culture and language when the official positions and opportunities were only offered to individuals having certain level of competence in the English language. This culture changed the nature of the English language from simply a language to a form of symbolic capital that was far superior to local race or background.

Initially shunned, the English language gradually found roots into the "professional" culture of the Sub-continent such that even after the independence of said states, the countries stuck to the initial linguistic capital established in the beginning by the said language. Such that even though the official language of Pakistan are English and Urdu, the "spoken" language of Pakistan is mainly Urdu and English holds place as the official "register" of the professional communication in Pakistan (Tenzer, 2014).

According to Rahman (2017), after almost a 70-year integration of English language into Pakistan, the "Pakistani" English is not the British English that was initially taught. Due to bilingualism and other cultural factors, the Pakistani English has evolved into an amalgam of the two such that despite the use of British connotations, the accents, and in some places, even the semantics of the language have adapted with the country. Pakistan has recognized the English language as a sort of professional communication register and due to the social implications of this register, it has acquired both linguistic capital as well as become a sign of social supremacy and power. In fact, when members of the society have to express their dominance over other members of the community, they revert to English instead of their local language.

According to Panwar (2017), Pakistani corporate sector is comprised of an elite business sector which is present in big and financial cities of Pakistan. Pakistani corporate sector is very vast in the sense that a lot of different services and products made in Pakistan's corporate sector overlap with international industry. Pakistani Corporate sector has involvement with international industry on the basis of many things like products manufactured, services rendered and machinery used. A major part of the corporate sector of Pakistan uses English language just like the majority of international industry which makes interaction with them easy and possible. Many of the machinery used in Pakistan's product manufacturing part of the corporate sector are imported and made in the international market because Pakistan doesn't produce a lot of machinery and so can be said to lag behind other countries in terms of technology. Other

countries who are advanced in terms of science and technology are involved with Pakistan's corporate sector.

Some of the industries in Pakistan have their products manufactured in other countries as well, to save operational costs and delivery time. Industries in Pakistan don't have advanced and latest machinery for several jobs and this is where the international industry is involved. Some of the machinery is imported and some are built to order to cater the needs of the Pakistani corporate sector. All this is possible because of the linguistic diversity in Pakistan, as many of the employees in Pakistani corporate sector are fluent in English and this makes it easier for them to communicate with international industry. Many of the Pakistanis have got their higher education from foreign countries and because of which they learn to speak and understand those languages easily (Panhwar, 2017).

According to Ahmad, (2013), Pakistani people are employees in the international market as well and dealing with them is more than easy for the Pakistani people in the Pakistan's corporate sector. Some of the international industry is working as suppliers for Pakistan and as distributers for some of Pakistani products as well. To communicate with them, it is important to know their language and many of the foreign countries have English as their second official language making it easy for Pakistanis to communicate with them. Some of the employees in Pakistan's corporate sector can speak and understand other languages such as Russian, Chinese, French and German as well. These languages along with English are also very important for a country's corporate sector to survive. Thus, communication is necessary to have business and involvement with international industry and employees who are communicatively competent are always favored for a job in any corporate sector.

Moreover, English is the medium of instruction at all educational levels of Pakistan and is considered as the lingua franca of Pakistan despite less than 1% of the people communicating in English. Furthermore, it must also be accounted that although Urdu is considered the national language of Pakistan, it is spoken by 7.57% of the people. As there is a need for a common language in Pakistan, English and Urdu both act as mediums of intercommunication between the people from different regions (Rahman, 2009).

Rahman (2009) further states that Pakistan has implemented English as a compulsory language from class one to above and as a medium of instruction of science and mathematics for the better competency with the international market. Urdu is the blatant and most respectable language of this land and the pride taken in this language is second to none but this fact cannot be negated that Pakistan need to adapt to the foreign languages just so it can compete with the international markets and the technological advancements. Including this Pakistan is not the only country that is suffering from cultural diversity and language barrier in the corporate sector. Among the Middle Eastern region or the Gulf States, many of the Arabs face the same problem.

In fact, some have declared their spoken language as English for a better communication with the world super powers. The locals of Pakistan have adjusted with the language in all the provincial states. The govt. has introduced different curriculum for the wide spread of this language. The word competition has inculcated this language to such roots that for a kid or an individual to participate in the international market he should be fully capable to converse in the language. The implementation of English has varied across the state from middle class to lower class and then the elite class. The difference between all these is that they get to learn in different mediums and have different schooling mediums in which they get a complete different environment among English speaking kids and teachers with proficiency in English get to adapt to this language faster than the rest. The environment provided in the house hold matters the most in some scenarios (Rahman, 2009).

In the Pakistani corporate sector, even though we have our own national identity and a common language which is Urdu, we still look out for the language that has influenced the entire world population and converse in English during the interview with our natives. As much of the negative effect it might have had for a native to establish his linguistic capabilities in a foreign language, it has its impact in building one's personality traits and widen his sense of intellect and just in case you need to showcase your authority or intellect in this state you can always have the upper hand during a conversation if you switch to your profound English skill since it has created a complex among our natives. This idea has thrived due to the imperialism of the British and their colonization schemes. The fact has to be accepted that English has been imposed on the world as a common language and many of the world corporate sectors have this language as a mandatory skill and ask for profound eloquence. As the economists have in them researches how

the world will have English as their common language and by 2020 approximately 2 billion speaking or learning to speak it across the world which gives us more of a reason to learn and better ourselves in it. Among this character trait developing other languages only favors in your scale. If in the future, you plan to drop all your hard sciences subjects, you will always have a chance in the ever growing corporate sectors for being highly influential through your eloquent English speaking skills, whether in the Marketing, Advertisement and Public Relations (Panhwar, 2017).

Considering the bilingual nature of Pakistani individuals, the concept of code switching should also be explored in terms of communicative competence perspective. Code switching is a very common practice in both members of the multilingual community at large and also at schools at primary and secondary levels as well, and then finally in the corporate register as well. Code Switching is essentially defined as the switching of alternate languages in a speaker's speech for relative ease in communication. According to a study conducted by Wardaugh (1998), code switching is often a voluntary process used to either alienate or express informal emotions during the transfer of information between two individuals. It is used as a means of communicative competence that helps establish attitudes, be formal during corporate meetings, or express emotions with respect to a certain cultural reference.

After the colonization of the Great Britain and their imperial rule in the sub-continent, they might have left but their influence is still seen today, imbedded deeply in our generations (Panwar, 2017). A common man is deeply influenced by a person speaking English with affluence and creates a sense of inferiority among the native speakers. Along with this, a person with a profound English speaking skill develops a sense of superiority within himself. As for the intellectuality and interview selection between the said traits of people in the corporate sector, the Pakistani English speakers can have both low confidence and nervousness and at the same time a sense of superiority, self-belief and high morale. They can have split personalities especially when they are among a certain group of people with a different accent and casual environment.

On the other hand, the native speaker might not be fit for multi-national corporations, but one should not overlook the fact how the software's and computer development conveniently

resolved the communication barrier, which leads the way of monolinguals in the field and brings them second to none, having them to only build their skill for the field. Imagine a computer programmer who happens to be monolingual or just a Ph.D. in a special language such as Urdu - a profound one- he can still pave his way in the upper class multinational businesses but the only difference is the preference of the company and the primitive capacity of the native that holds him back and the only challenge he faces. When it comes to companies they always prefer the individuals with good communication skills to have a better work range for them. As mentioned before, the companies are always looking out for perfection the better skilled you are the more you will have a preference over another. Building such character traits are now a common norm among the Pakistani natives. And provided the same reason for learning English, China is predicted to have the next greater influence on Pakistani natives but among all the character traits, communication is obviously a profound one and helps you build bridges of trust and emotional attachment which is yet the strongest among humans (Panhwar, 2017).

Considering the corporate sector in a bilingual labour market like Pakistan, while English does have a certain professionalism attached to it, a study regarding the use of English language and code switching behaviours in multinationals (Tenser, 2014) shows that while horizontal communication is usually preferred in informal register of communication or perhaps a common mother tongue (say Urdu in the context of Pakistan), most vertical communications in the corporate environment happen in the English language and hence it gives a certain symbolic power being the language of authority and dominance in the English language. According to Mahadevan, (1996), in a multilingual society, each language performs a particular role that cannot be completed by the other language in the same context, and thus each situational and contextual need asks for the use of a particular language. In this connotation, the work place and even the communal gatherings of multilinguals have far more communicational depth than monolingual communities and workplaces of the same nature. Therefore, the Pakistani work force is uniquely suited to the global and gulf-based work environment with a multi-lingual mind set for communicative competence. But on the same note, managing the communicative competence in a multilingual context is relatively harder to achieve than understanding the principles of the same competence in a monolingual mind set.

Pakistani corporate sector is comprised of an elite business sector which is present in big and financial cities of Pakistan. Pakistani corporate sector is very vast in the sense that a lot of different services and products made in Pakistan's corporate sector overlap with international industry. Pakistani Corporate sector has involvement with international industry on the basis of many things like products manufactured, services rendered and machinery used. A major part of the corporate sector of Pakistan uses English language just like the majority of international industry which makes interaction with them easy and possible. Many of the machinery used in Pakistan's product manufacturing part of the corporate sector are imported and made in the international market because Pakistan does not produce a lot of machinery and so can be said to lag behind other countries in terms of technology. Other countries who are advanced in terms of science and technology are involved with Pakistan's corporate sector (Rahman & Shurong, 2017).

Considering the data collected on the labour force of Pakistan (Trading Economics, 2017), Pakistan is currently going through one of the best economic cycles with the lowest rates of unemployment ever. This boom in the industry is due to the relative industrial stability offered by the country's rising economy and low terrorist activities. Furthermore, the country also has the unique positon of being the central hub for foreign investment in the form of CPEC and other linked projects. This influx of foreign investment allows Pakistan to have the unique opportunity to join the global ranks in developing a global city in Gwadar that would eventually turn into a port city hub like Dubai. The Pakistani job market should not only make use of the extra jobs created by the investment being covered over Pakistan, they should also be wary of the upcoming challenges associated with housing a global city.

The CPEC project is one of the biggest foreign investments in Pakistan with more than 46 billion dollars in investment already being flooded into the project. With this kind of financial commitment and the strategic infrastructure developments offered by the CPEC project, Pakistan is developing all the requisite needs which leads to the establishment of a global city. Considering the global geo-political scenario, China clearly sees a strategic investment in Gwadar and plans to turn Gwadar port into the next Dubai. The strategic placement of the port ensures that it would become one of the biggest deep sea ports of Central and South-East Asia and enable the movement of goods and boost trade in both Pakistan and the Central Asian states

as well. The landlocked states can use the dry ports being developed by China and this natural path would gradually do the same function for Pakistan, as Dubai has done for the United Arab Emirates, i.e. turn a global city into a revenue stream. Although this strategic investment is well-balanced for both parties (Pakistan and China), and would lead to economic boom in Pakistani in the coming years, it must be noted that certain labour challenges are put forth by this challenge as well, which need to be focused on by the Pakistani market. The CPEC project will flood Pakistan with business and skilled talent from all over the world, especially the land-locked middle eastern countries. Therefore, the Pakistani job market will have to move towards the Dubai or Shanghai based learning models of communication and be able to compete with coming talent as well as be able to effectively manage the various opportunities offered by the CPEC project to Pakistan (Pakistan Trading Economics, 2017).

As far as the Pakistani market is concerned, a large majority of the suppliers and distributors have no access to the English language. It is worth noting that the Pakistani export industry is based upon the export of mainly minerals, tobacco, manufactured goods and crude chemicals. Also, most of this trade occurs with the Pakistani trade partners that are: USA (about 13% of the total exports), China (about 11% of the total exports) and Saudi Arabia (about 8% of the total exports). Since most of these exports are with these partners, Pakistani business and trade hasn't been truly exposed to globalization and a market like Dubai which has immense potential as a global leader. Pakistani market sector has to develop a communicative competence that enables it to penetrate new markets like that of Eastern Europe and Africa, and develop new trade channels with the Central Asian countries that will be visiting often with respect to these new changes and opportunities offered by the CPEC project. CPEC not only promises Pakistan a better infrastructure, it also enables Pakistan to have better insight into the problems associated with its behind the barrier trade program. With facilitators like China and Brazil, Pakistani economy and trade policies will soon be streamlined for efficiency and Pakistan should make use of that advantage and build better trade relations with Central Asian countries (Panwar 2017).

A study by Giles (1973) indicates that the code switching technique is also used to mask the identity of the "relationship" between two individuals such that code switching might be used to mask the dominant position of one's boss as compared to one's own in the corporate sector. This might also be used to mask the absence of "emotional attachment" and "frankness" between

the two interlocutors in the communicative platform where interlocutors shift their language to show interest and warmth in the communication. It is a very important communicative tool to be considered in the Pakistani labour market's communicative spectrum.

There are two main processes through which individuals communicate in both corporate and public settings in a multilingual situation: individuals can either focus on the convergence strategies, which basically focus on the ways that individuals adapt to each other's communicative behaviours in order to assimilate in the community and reduce the communicative barriers amongst them to reduce the social differences in the community. On the other hand, in the corporate sector, the divergence strategies refer to the set of communicative barriers that a person establishes between the target interlocutor and themselves in order to distance themselves socially and express their superiority or command over the target group. A prime example can be that two corporate sector employees talk to each other in English but on the field, when communication has to be between the worker and the same employee, they would switch to Urdu. This switching is done not only because the other individual would not understand the English language, even if that individual does understand that language, speaking Urdu or any regional language basically removes the social barrier of power and position and enables a better mode of communication between the said individuals. Similar code switching patterns are also observed when the observers face a lexical gap in the message being portrayed and hence are not able to communicate effectively and switch the language to be better able to send across the message. This switching can also depend upon the relatively competency held in their language and also depends upon the contextual meaning that has to be sent across in order to successfully send the message across. But at the same time research by Romaine (1995) shows that even when the speakers have equal competence over both languages and the lexical context of the language is also easily bridged, i.e., the speaker knows the "word" in both languages, they choose to intermix the languages. This is because the speaker has a larger variety of words to choose as compared to a monolingual speaker and therefore has a greater chance for effective communication with bilingual speakers.

2.16. Linguistic Capital and Pakistani Corporate Sector

Very little research has been done related to the linguistic capital and Pakistani Corporate Sector. But, the ability to communicate is perhaps one of the most crucial skills to possess in the

corporate sector. As professionals rise up the management ladder (which itself is dependent upon the communicative competence of the said individuals), these individuals spend more than 50% of their time speaking, than any other activity and if speaking is indeed such an important aspect of the management job, it is essential to develop communicative competence required for such tasks. Such competence is actually more important in the speaking aspect of the job as compared to the written competence of the same order (Rahman, 2009).

According to Epstein (2014), if the corporate sector of Pakistan and the Information Technology Enabled Service industry of Pakistan are analyzed, we see that communication and culture play a major role in the industry. Pakistani market is a culture-themed market that requires products and services that not only market the utility and comfort offered by the product but also are determined by factors like cultural appeal, market value, bias, etc. In order to design such products, one has to develop an organizational culture that supports communication and innovation. Since the productivity of the employees heavily depends upon their cultural competence and communication between the team members, therefore, the MNCs of Pakistan have revolutionized the very cycle of hiring new employees. Instead of relying on technical skills of the individuals, these multinationals focus more on the communicative competence of the individuals which is gauged through a series of situational based tests. These situational based tests are conducted by the companies to shorten the pool of millions of individuals that apply every year for the same few job openings. The short-listed pool is allowed to participate in a case-study or social entrepreneurship-based test that not only gauges the communicative competence of the individuals participating in the pool, it tests the individuals for various pressure-related situational responses and also tests the inherent marketing, managing and sales skills.

Relating this practice with the communicative competence of the individuals, it has been observed that these companies look for individuals which possess not only the right linguistic and cultural capital to deal with everyday social interactions, these individuals also have to be highly motivated for learning new skills on a day-to-day basis. The modern corporate sector does not limit an individual to a particular field but allows the individual to explore multiple ventures before settling on a job that defines the true hidden talent of the individual and resonates with both the individual's inherent skillset and the mind-set of the individual as well. Therefore, even

in the assigning of tasks and duties, multinationals in Pakistan, which are often modelled after the culture of multinationals in their countries of origin, make sure that the corporate culture is both healthy and competitive and allows for the learning of skills through a competitive program that demands both responsibility and commitment (Epstein, 2014).

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communication and be able to compete with coming talent as well as be able to effectively manage the various opportunities offered by the CPEC project to Pakistan (Rahman2017).

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2.17.Challenges for Achieving Communicative Competence in Pakistan

According to Ahmad (2013) one of the major problems with implementing communicative language teaching in Pakistan is that in contrast to traditional means of learning employed by Pakistani individuals for the semantic learning of languages, the communicative approach to learning language is considered too western to be applicable in a Pakistani perspective and hence conspired secondary. Besides, the local culture does not integrate well with this model of teaching and focuses more on semantics of language. The early education system, i.e. the primary and secondary education system of Pakistan does not focus on the importance of communication and therefore, languages are taught with a much more focused approach with regards to semantics and grammatical aspects of language, in comparison with the register of language used for a certain kind of interaction. Therefore, one of the key challenges is the adaptation of new language methods for students that have been informed by the older methods of learning language.

Similarly, CLT or Communicative Language Teaching has no hard and fast standards or rules that are attributed to its teaching. The principles have been explored by the founders and the rest of the teaching community follows the ideas and principles of teaching laid out by the founders. Since empirical research does not exist on how to adapt the models of teaching for third world and developing countries, imparting the same knowledge through similar barriers

proves harder than expected. Furthermore, the teaching of skills that could improve the written, spoken, diction and listening skills does not appeal to the general job market as valuable tools. Therefore, awareness needs to be created about the importance of such learning lessons and more research needs to be conducted on the methods involved. The job roles of the modern CPEC oriented Pakistani market requires individuals to have perfect understanding of the English language as well as the aptitude to learn various socio-cultural aspects (Ahmad, 2013).

According to Rahman (2019) English language is an integral part of the syllabi of all universities and colleges in Pakistan. Most of the subjects are taught in English as a medium of instruction; however, it must be noted that despite this medium of language education, the type of teaching patterns followed do not express the importance of communicative competence and linguistic capital. In fact, mostly languages are taught in Pakistan through rote-learning based programs with limited exposure to language itself. Therefore, programs like ETL offer a great advantage and boost to the communicative processes involved in the learning of English language. The public and private universities of Pakistan focus on ETL-based form of learning, usually in the form of management and technical writing based subject portfolios, but it must be noted that such integration of communicative methods and needs of a language are very limited in scope. A mere inclusion of 6 credit hour ETL based course in a 140-hour program is not enough to counter the needs of the industry and more work needs to be done in order to ensure a better incorporation of the communicative competence abilities of the individuals.

Furthermore, another issue that causes gaps in the learning of English language is the size of the classes led by a single language teacher (Panwar, 2017). The teaching of language is a tedious process which requires a very organized and mature teacher-student interaction where the students participate in the process and learn to communicate in the class as a test phase. That approach holds immense value in the teaching process and is perhaps one of the most important aspects of the learning process of communicative competence. Pakistani universities do not offer that level of interaction and quite often, several dozens of students are taught by a single language teacher due to the lack of resources. Such a heterogonous class with diverse cultural backgrounds of students offers immense challenges to a teacher. It does not allow the students the level of interaction with the teacher that is necessary for the development of language skills. Such a paradigm cannot instill the communicative values expected out of a student at that stage

of learning from the said ETL courses. It is observed that such classes force the teacher to adopt an authoritative approach as compared to a facilitative appraise that is both the requirement of the teaching field itself and more importantly, is perhaps the integral part of instilling the communicative process in individuals.

If Pakistani labour market has to compete with the young talent imported by the CPEC project from China and incoming Central Asian countries, the adequate communicative competence must be instilled through proper means, which involve a complete overhauling of the entire language education system of Pakistan, changing it from university tier gradually to the primary tier. This formation of change is necessary because university teachers are much more flexible in their approach as compared to less-qualified primary level instructors who have become rigid over the years and resist change. Furthermore, Pakistani government should reinvest in youth and younger teaches for the primary and secondary levels of education in order to compete with modern education systems of sister nations like China and India (Panhwar, 2017).

2.18.Literature Overview

The studies reviewed for the research are grounded around numerous   related areas. Before highlighting the research gap, the studies and literature reviewed are   restated below:

Communicative Competence

- Hymes(1972), regards communicative competence as not merely the understanding of the elements of a language but also the consideration of the various elements of social factors.
- Canale (1983) added discourse competence into the mix which basically refers to the ability to pronounce, interpret and understand the social context of the received communication beyond the sentence level.

- According to Bachmann and Palmer (1986) model, many language traits, such as: topical language, affective schemata and language ability are able to influence both the

communicative language ability of the users as well as they affect the competence of the language itself.

- Bagarić,(2007) highlighted the planning aspect of communication to help the user make use of all the subtle but importance aspects of intercommunication including the aspects of discourse .

- According to Light (1989), communicative competence is relative and dynamic, an interpersonal construct based on functionality and adequacy of communication

- The idea of communicative competence was further developed and reorganized by Celce-Murcia (1995) who proposed that actional-competence must also be taken into account while developing a model for communicative competence

Communicative competence and Sociolinguistic Studies

- Gumperz's (1982) work suggests that even though the grammatical complexities of different language are not the same, the socio-linguistic studies of various communities of the world suggests that the people of different regions more or less have the same "level" of diversity in the grammatical and contextual meanings, the symbolic representations and multi-meanings and gestures as part of the lingual framework

- Kam (2002) defines Emotional Intelligence in relation to Communication as the ability to identify, use, understand, and manage one's own emotions in a positive manner such that stress relief, communication and ability to emphasize or empathize with .

- Reddy (1979) suggests a clear standoff between lingual approaches to communicative competence that depend upon semantics and the extra-lingual approach of communicative competence that factor in other forms of socio-cultural pretexts into the communicative process as well .

- Stern (1981) provided an interesting model for this particular kind of competence in communication by suggesting a different "language teaching approach" to the idea. According to him, the curriculum or the teaching methodology should be divided into two main categories on the basis of the "Aspects of Language in Study and Practice" and "Use in Authentic Context".

Communicative Competence and   Job Performance

- Chow (2000) conducted a study in China which suggested that communication was the essential link between exploring the employee's commitment to the company and the relationship between social-emotional communication and work-oriented communication between the employees.
- Edirisingha (2007) suggests that modern corporate sector is a dynamic environment that not only thrives on effective technical knowledge of individuals operating in it, but also by the real-time intercommunication of the said individuals.
- O' Hare, (1998) suggests that with effective communication , even the most isolated of audiences have become powerful.

Communicative Competence and Motivation

- Moscardo (1999) states that employees are complex beings and finding meaning in everyday work is hard when they are not motivated. The motivation can be incentivized via bonuses and monetary or career based objectives but the best motivators are the very leaders or bosses who assign work to their employees or subordinated by using effective communication.

Communication and Socio Emotional Competence

- Lane (2011)   states that while the boss or manager should work towards emotional communication with their employees, the employees on a similar work level do not necessarily have to go through with the same level of emotional communication with each other.

- Hooghiemstra (2000) gives an interesting point of view relating to the state of public communication of the companies. Before the industrialization era, companies usually did

not have a "face" to show to the public. The products usually spoke for themselves. But the recent initiatives led the public to hold modern conglomerates responsible and thus it demanded the integration of companies into the communities they are a part of. Companies no longer had control over the information that spread to the common public and therefore, demanded an extreme level of caution on behalf of the company to maintain its image in the community.

-

- With reference to social-emotional-oriented communication, a study by Farace, Monge & Russel, (1977) suggests that there are three kinds of communication in a workplace. These communications are divided into "task-oriented communication", innovation-related communication and maintenance related communication (social topics that maintains human relationships)

- Etzion (1984) suggests lack of emotional support can create resentment for the company in the employee in the long run. Therefore, communication plays a big role in the success of the company enterprise .

- According to a study by Otieno (2015) linguistic barrier really affects the probability of success in industry.

- Paull (2002) worked on the worth of the idea to be communicated effectively via effective communication in Organizations.

English and Organizational Function

- A study by Deshpandé (1993) suggests that the English language is not only a language but offers a means of professional and social interaction which helps connect the people of different cultures and social backgrounds

- Rahman (2009) suggests that the linguistic barriers offered by different languages are not about the words and the phrases alone, that are different. The barrier is also about the use of body language and certain voice notes to convey meaning

- Chugtai (2008) states that English language becomes not only a natural choice for communication (both lingual and official) in the modern day office community; it also happens to be the only viable option for the international operations of the company

- Luo and Shenkar (2006) suggested the realization of a common corporate goal and the common corporate goal cannot be possibly achieved without proper communication.

- Emmond (1976) states that the setting of language eventually decides the functionality and the performance of the organization as a whole.

- Dhir (2005) has presented an interesting analogy in order to understand lingual competence in relation to English language. His study compares information exchange via different languages to the exchange of money in different currencies.

- Luo and Shankar (2006) further elaborate on the necessity of the international language in terms of strategic rationality. A global language, i.e., English, has better control implications, meaningful strategic implications and performance implications.

- Luthans (2008) has also suggested that language plays a controlling role in the processing of feedback information.

- According to a research conducted by Smith (1985), English is essential to effective communication in companies and this effective communication helped in the survival of organizations

- Prior to that, Chakravarthy (1986) regards language as a 'system binder' the purpose of which is not only to link the system to its environment but to its various subsystems.

- Chughtai (2008) states that business in the corporate sector in Pakistan not only requires the use of the official register of language in English, but also needs employees trained in the local tongues as well

Communicative Competence and Job Satisfaction (JS)

- According to Pelekene (2016) and Hoefflinger (2017) Communicative Competence (CC) is also related to the employee job satisfaction since, effective communication between a Boss and an employee leads to the better understanding of the desired outcome and obtained result.

Linguistic Capital

- According to Bourdieu's (1977) classical model of linguistic capital, any form of cultural capital which is defined at the level of human individual is classified as the cultural (linguistic capital) of the person.

- Schwarzenberger, (2013)stated that the global linguistic capital places more inherent value on the English-speaking nations as compared to the Eastern languages or perhaps French speaking nations as well

- Wolff & Holmes (2011) suggested that certain features or language structures also help improve or enhance a certain speech community's cultural capital. These structures extend or improve the social or human capital based on the "Whorfian" effects of linguistic relativity.

- According to Summers (2005), languages are a symbolic representation of the competency and power and people automatically tend to learn the more valued language.

Symbolic Capital and Job Market

- Symbolic capital includes accumulated prestige or honour. According to Bourdieu (1992), all speech is produced for and through the market to which it owes its existence and its most specific properties.

- Shwarzenberger (2013) stated that if a person speaks in English language, but uses a British accent in some English-speaking country, then that person will have symbolic capital towards other people in that particular sector .

- (Kam, 2002) suggested that symbolic capital has the capacity to yield relatively higher rates on the investment for these young individuals

- In yet another study conducted by Lan (2011), the various forms of educated migrant workers from several countries of the West reaching Taiwan were considered. These migrants were allowed better jobs from the West to Asia, drawing on their linguistic and symbolic capitals.

- Another research by Smith & Favel (2006) suggests that the workers suffer from an additional fear of being "deskilled" as their proficiency over language slowly erodes over time and their human capital is not properly converted after crossing borders.

- Crystal (2012) gave the idea that   English language is considered as a cultural capital ; it is due to its strategic positioning in the globe as a means of political and economic hegemony of the United States.

- Summers (2005) identifies English language teachers in Asia as "culture workers" who are employed in an industry that does not sell the teaching of the language; they sell it as a cultural product.

- Linguists like Phillipson (1992) and Pennycook (1994) have thoroughly documented the intervention of the British through the East India Company's front in places like Asia and Africa, the Malays and China as well. Thus, although the colonization of these countries was stopped, the linguistic capital established in these countries has continued to haunt the histories of these countries even after the passage of decades.

Capital and the Labour Economics (Job Market)

- The art of selling consists of building trust and knowing what the clients want to see in your product such that they can trust you with the amount of work they put in to gather all the money to pay for your product (Tenzer, 2014).

- Considering the case of labour market of Bulgaria, a study conducted by Black (2010) foretells a relatively less charged market classified by a scarcity of available jobs. In such a scenario, the labour force is expected to be more than adept for the available job and the competition is tough for limited wages offered. One of the skills needed is communication

- In another study by Burda (1996), the market of the Czech Republic was monitored. The market is somewhat similar to the Bulgarian market in terms of scarcity of jobs, but it also suffers from the gap between technical and vocational training and the actual job requirements including skill sets.

- According to Hrehhova (2010), the modern labour market is a very competitive environment and the comprehensive personality profile of any individual applying for a certain job is determined by the adeptness of individual at communication.

- Hrehhova (2010) further states that prospects like globalization and internationalization of the work environment followed by important aspects like possibilities of studying and

working abroad, looking for foreign internships and much more can only be accomplished by the accurate and precise usage of the communicative competence and language capital of the individuals.

- According to Buresova (2015) language is a prerequisite to finding an employment. The global labour market is very volatile and therefore companies have diversified their target markets and interests.

Communicative Competence and Global Integration

- According to Peleckienė (2016), communicative competence is one of the most crucial aspects of multilingual global integration into the work environment of both places like Europe and markets like China, Taiwan and India
- Thus, exercises like mock interviews, mock debates, presentations are becoming more frequent elements of the everyday professional undergraduate curriculum (Rababah, 2002).

English Language in Pakistani Job Market

- According to Tenzer (2014) English language has roots in the very culture of Pakistan. Like most colonized places of the world, the English language entered Pakistan through the British invasion by the East India Company. The linguistic-imperialism of the British had a huge impact over the local culture and language when the official positions and opportunities were only offered to individuals having certain level of competence in the English language.

- According to Panwar (2017), Pakistani corporate sector is comprised of an elite business sector which is present in big and financial cities of Pakistan. Pakistani corporate sector is very vast in the sense that a lot of different services and products made in Pakistan's corporate sector overlap with international industry.

- According to Ahmad, (2013), Pakistani people are employees in the international market as well and dealing with them is more than easy for the Pakistani people in the Pakistan's corporate sector. Some of the international industry is working as suppliers for Pakistan and as distributers for some of Pakistani products as well.

- As there is a need for a common language in Pakistan, English and Urdu both act as mediums of intercommunication between the people from different regions (Rahman, 2009).

- According to a study conducted by Wardaugh (1998), code switching is often a voluntary process used in corporate meetings, or to express emotions with respect to a certain cultural reference.

- Mahadevan, (1996), in a multilingual society, each language performs a particular role that cannot be completed by the other language in the same context, and thus each situational and contextual need asks for the use of a particular language

Linguistic Capital and Pakistani Corporate Sector

- Very little research has been done related to the linguistic capital and Pakistani Corporate Sector.

- According to Rahman (2009) as   professionals rise up the management ladder (which itself is dependent upon the communicative competence of the said individuals), these individuals spend more than 50% of their time speaking, than any other activity and if speaking is indeed such an important aspect of the management job, it is essential to develop communicative competence required for such tasks. Such competence is actually more important in the speaking aspect of the job as compared to the written competence of the same order.

- According to Epstein (2014), if the corporate sector of Pakistan and the Information Technology Enabled Service industry of Pakistan are analyzed, we see that communication and culture play a major role in the industry. Pakistani market is a culture-themed market that requires products and services that not only market

- make sure that the corporate culture is both healthy and competitive and allows for the learning of skills through a competitive program that demands both responsibility and commitment (Epstein, 2014).

Challenges for Achieving Communicative Competence in Pakistan

- According to Ahmad (2013) one of the major problems with implementing communicative language teaching in Pakistan is that in contrast to traditional means of learning employed by Pakistani individuals for the semantic learning of languages, the communicative approach to learning language is considered too western to be applicable in a Pakistani perspective and hence conspired secondary.

- According to Rahman (2019) English language is an integral part of the syllabi of all universities and colleges in Pakistan. Most of the subjects are taught in English as a medium of instruction; however, it must be noted that despite this medium of language education, the type of teaching patterns followed do not express the importance of communicative competence and linguistic capital. In fact, mostly languages are taught in Pakistan through rote-learning based programs with limited exposure to language itself.

2.19.Research Gap

The studies, pertaining to the role of English in job market, communicative competence, linguistic capital, the status of job markets around the globe and communicative and language scenario of the Pakistani job market indicate that though communicative competence in English in relation to job performances has its significance but it has not been sufficiently studied from the perspective of English as linguistic capital. Most of the relevant studies have been conducted from the leadership, management and behavioral perspectives. Moreover, the studies that have

been conducted maintained a focus on the perspective of relationship between leadership style and employees' job satisfaction and job performances. In other words, these researches have been conducted from the viewpoint of Management Sciences and Social Sciences. Communication in this case has been taken as one of the segments but interestingly no input from the field of Applied Linguistics has been taken. In short, there seems to be a dearth of research considering communicative competence from the standpoint of Applied Linguistics in the context of Pakistani job market.

2.20. Chapter Summary

This chapter focuses on the major definitions, concepts and issues related to the role of English as Linguistic Capital in Pakistani job market from communicative competence perspective. The chapter therefore discusses four key issues and concepts, which include the significance of communicative competence with definitions and key concepts, linguistic capital with theory and definitions, English in job market and communicative and linguistic scenario of the Pakistani job market. At the end, the research gap has been highlighted to form the basis for the current study.

Various studies on communicative competence down to Celce-Murcia's Model describe communicative competence in relation to various socio-cultural variables, amongst which, three are most crucial. They comprise social-contextual factors which may include the participants' age, social distance, gender, status and their closeness or relation to each other that essentially develops on power and affect. Secondly, it is the stylistic appropriateness which refers to the politeness level, the registers used for various means of conversation and most importantly the genre of conversation being carried out. Lastly, Communicative Competence takes into account cultural factors such as the background knowledge of the target language group, the major dialects and regional effects of the language and cross-cultural awareness of the language.

Communicative competence is significant as the modern corporate sector is a vibrant environment that not only flourishes on effective technical knowledge of individuals operating in it but also by the real-time intercommunication of the employees. This communication ensures that the flow of ideas, knowledge, technical expertise and brainpower is seamless. The study of various models of communication and patterns of teaching communicative competence stress

the need of this kind of competence in the corporate sector to enable the employees to have better communicative linguistic assimilation in work environments.

As far as linguistic capital is concerned, it is a part of cultural capital which is defined as knowledge, skills and other cultural acquisitions that are exemplified by educational or technical qualifications. Therefore, in a broader sense of the word, linguistic capital can be classified as a form of or subset of cultural capital. Such linguistic features help one to exhibit a special kind of power over other people.

English language is considered as a cultural capital due to its strategic positioning on the globe and also because of its role as a lingua franca. The power or linguistic capital offered by English language is the reason most third world countries focus on English language learning in order to compete with the economies of developing and developed countries. English, furthermore, is classified as a fundamental need of most modern markets to operate in an increasingly developed e-market scenario. Considering the corporate sector in a bilingual labour market like Pakistan, while English does have a certain professionalism attached to it, studies regarding the use of English language and code switching behaviours in multinationals show that while horizontal communication is usually preferred in informal register of perhaps a common mother tongue (say Urdu in the context of Pakistan), most vertical communications in the corporate environment happen in English language. Due to this fact, English language attains a certain symbolic power in the Pakistani corporate sector.

The literature reviewed above clearly indicates that communicative competence in English does have its significance in relation to job performance but it has not been studied from the perspective of Applied Linguistics. The studies so far have been conducted from the standpoint of management and social sciences which do not take into account communicative competence from a linguistic viewpoint. The current study thus aims to explore the role of English as linguistic capital from a communicative competence perspective in Pakistani job market.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter deliberates on the methodology used for the present study. The first section of the chapter discusses the theoretical framework chosen for this research. The second part of the chapter discusses the research design and tools used for the study. This is followed by the questionnaires and the rationale for the questions included in both the interviews and the questionnaires. Finally, the chapter provides a brief summary of the entire chapter.

The present study is designed to carry out a holistic communicative competence analysis of Pakistani job market. The study furthermore is an attempt to ascertain the link between employees' communicative competence and their job performance particularly from the perspective of English as linguistic capital in Pakistani Job market. .

The study is based on the following three research questions:

1. What role does English language proficiency play in employees' hiring and promotions in Pakistani job market?
2. How is holistic communicative competence of the employees a better indicator of their job performance as compared to a linguistic one?
3. Why is there a link between the communicative competence of the employees and their job performance and satisfaction?

The above-mentioned research questions guided the researcher in choosing an appropriate theoretical framework and also in devising a research design for the present study.

3.1 Theoretical Framework

For the theoretical framework, the concept of the communicative competence through times and the Bourdiue's model of communicative competence have been discussed; they are used subsequently for the theoretical model .

3.1.1 Communicative competence

Hymes (1972) defined communicative competence as a broader term associating it not only with the knowledge of the grammatical rules or linguistics as such but the appropriate use of language. Light's (1989) proposed definition suggests communicative competence as a "relative and dynamic, interpersonal construct based on functionality and adequacy of communication, and sufficiency of knowledge, judgment, and skill in four interrelated areas: linguistic competence, operational competence, social competence, and strategic competence. Linguistic and operational competencies refer to knowledge and skills in the use of the tools of communication; social and strategic competencies reflect function knowledge in interaction"

Canale (1983) built upon a theory which was initially developed by Canale & Swain (1980). He is of the view that 'Communicative Competence' is a knowledge and a skill both carrying out interaction in actual communication'. Thus, the framework of Communicative Competence and Communicative Performance should take into account not only the contextual variables but also the strategic and discourse factor.
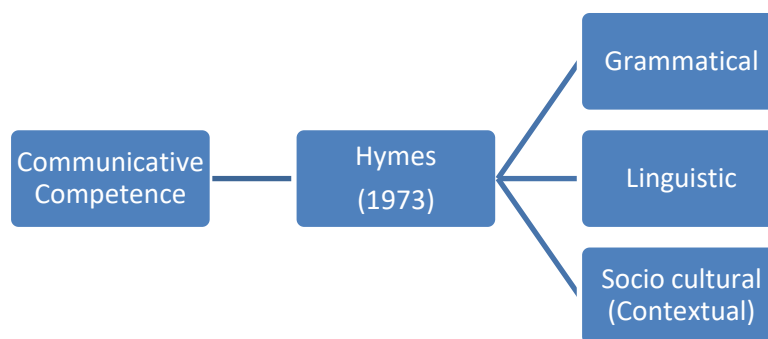
Hymes's Model of Communicative Competence (1972)

Communicative Competence	Canale (1983)	Grammatical	Grammar Pronunciation
Sociolinguistic (Contextual)	Pragmatic Appropriate use of Language
Strategic	Stratergies for effective lang. Pitch and Tone
Discourse	Competence in Different Genres/
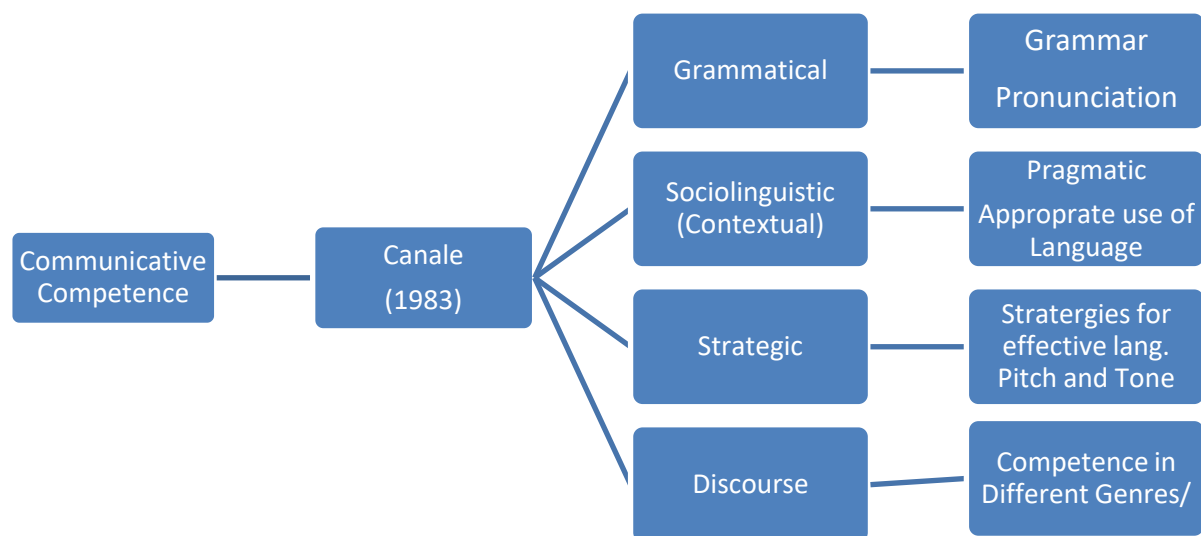
Canale's Model of Communicative Competence (1983)

Dictionary.com defines communicative competence as "a speaker's internalized knowledge both of the grammatical rules of language and of the rules for appropriate use in social context."

Spitzberg (1988) as cited by Lane, defines the term as "the ability to interact well with others" (p. 68). He explains, "the term 'well' refers to accuracy, clarity, comprehensibility, coherence, expertise, effectiveness and appropriateness" (p. 68). A much more complete operationalization is provided by Friedrich (1994) cited by Lane when he suggests that communication competence is best understood as "a situational ability to set realistic and appropriate goals and to maximize their achievement by using knowledge of self, other, context, and communication theory to generate adaptive communication performances."

Shaw (2005), on the other hand, suggests that communicatively competent employees share certain common traits; they listen to other's point of view actively and share and respond to the information in timely manner. Moreover, they not only communicate clearly and concisely but they are also adept in utilizing different communication channels. Shaw forwarded the idea from Monge (1982, 2002) who developed key indicators of communicative competence and developed a questionnaire to measure communicative competence. The adapted version of the same questionnaire will be used for the current study (to be discussed in Research Methodology Section)

Celce Murcia (2007) in her synthesized and updated model, presents communicative competence in terms of six aspects. These include socio cultural, discourse, linguistic, formulaic, interactional and strategic competence. The same model is used as a framework for the current study.
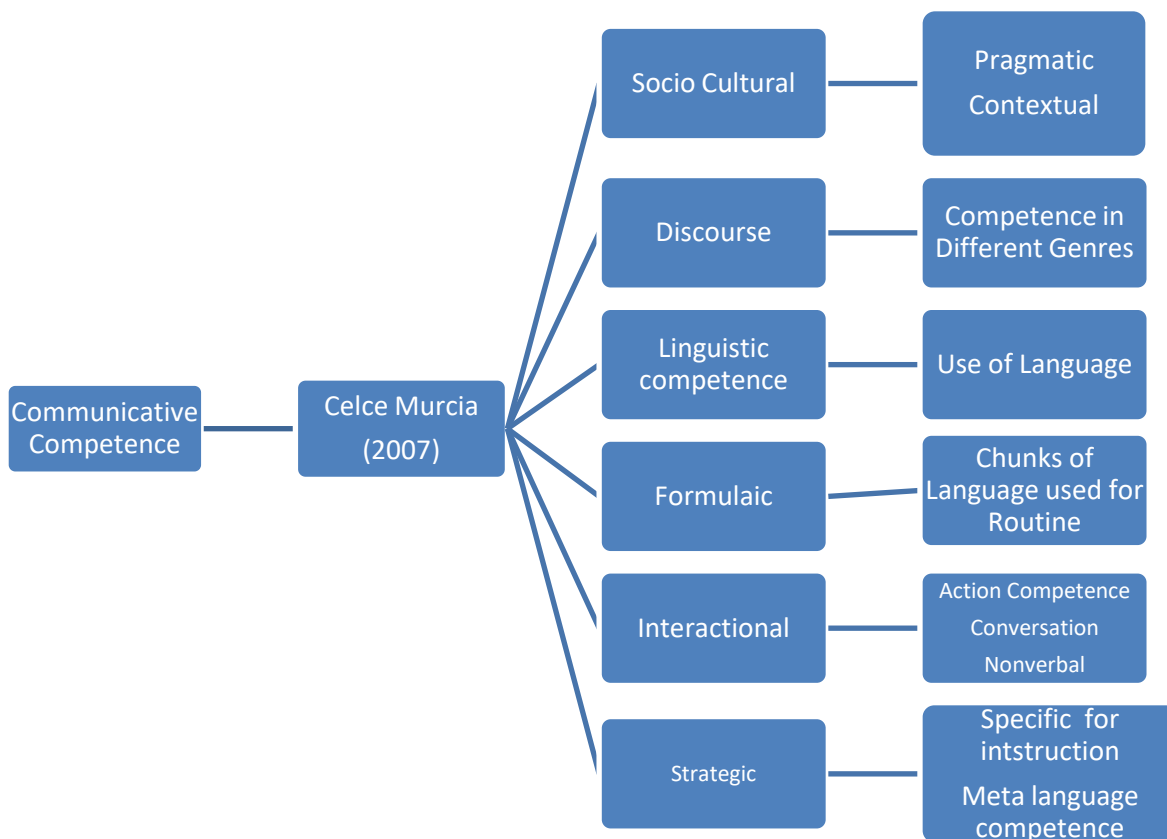
Celce Murcia (2007) Model of Communicative Competence

3.1.2 Linguistic Capital

In order to understand the term Linguistic Capital in its specific type, it is imperative to understand the term in its broader term i.e. Capital as distinguished by Bourdieu (1986). According to Bourdieu , the term capital in wider sense is to employ a system of exchange in which assets of different types are exchanged and transformed into different assets within numerous fields. These assets are both symbolic and monitory. Bourdiue distinguished between

economic capital and symbolic capitals such as linguistic capital, scientific capital, cultural capital and literary capital in accordance with the fields in which they are located.
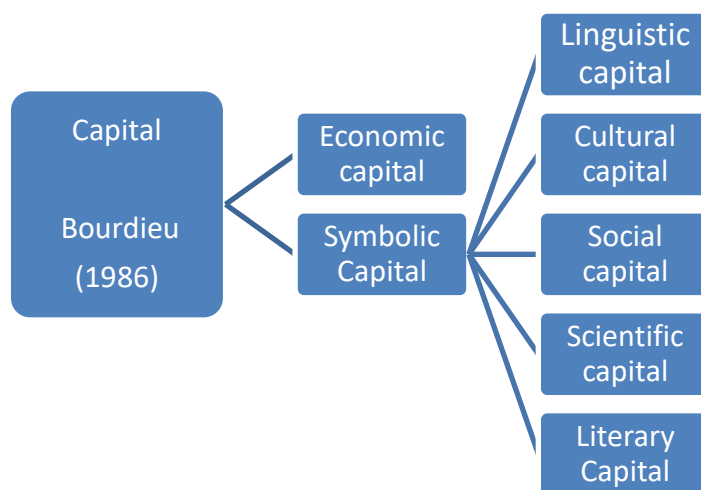
Bourdieu's Concept of Capital (1986)

3.2   Conceptual Framework

To serve as conceptual framework for this study, a hybrid model has been formulated by combining the model of communicative competence by Celce-Murcia (2007) and the model of types of capital by Bourdieu (1986). Celce-Murcia's model of communicative competence caters generally for language and not specifically for English language. This has been accommodated by merging Bourdieu's concept of linguistic capital. Moreover, keeping the scenario of Pakistani job market in view, English language is taken as a symbolic capital.

As far as Celce-Murcia's model of CC is concerned, she takes linguistic competence as competence in any language not specifically in English. Moreover, strategic competence, according to this model, is only specific for instructional purposes.

The Hybrid Model specifically devised for this study is a model comprising five elements of CC, which include: Socio-Cultural Competence, Discourse Competence, Linguistic Competence which is accommodated as English as Linguistic Capital, Formulaic Competence and Interactional Competence. However, this model does not include Strategic Competence as it only accounts for instructional purposes.

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Communicative          Hybrid  Model
Competence
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- Socio Cultural — Pragmatic Contextual
- Discourse — Competence in Different Genres
- Linguistic competence — Use of English as Linguistic Capital
- Formulaic — Chunks of Language used for Routine
- Interactional — Action Competence Conversation Nonverbal
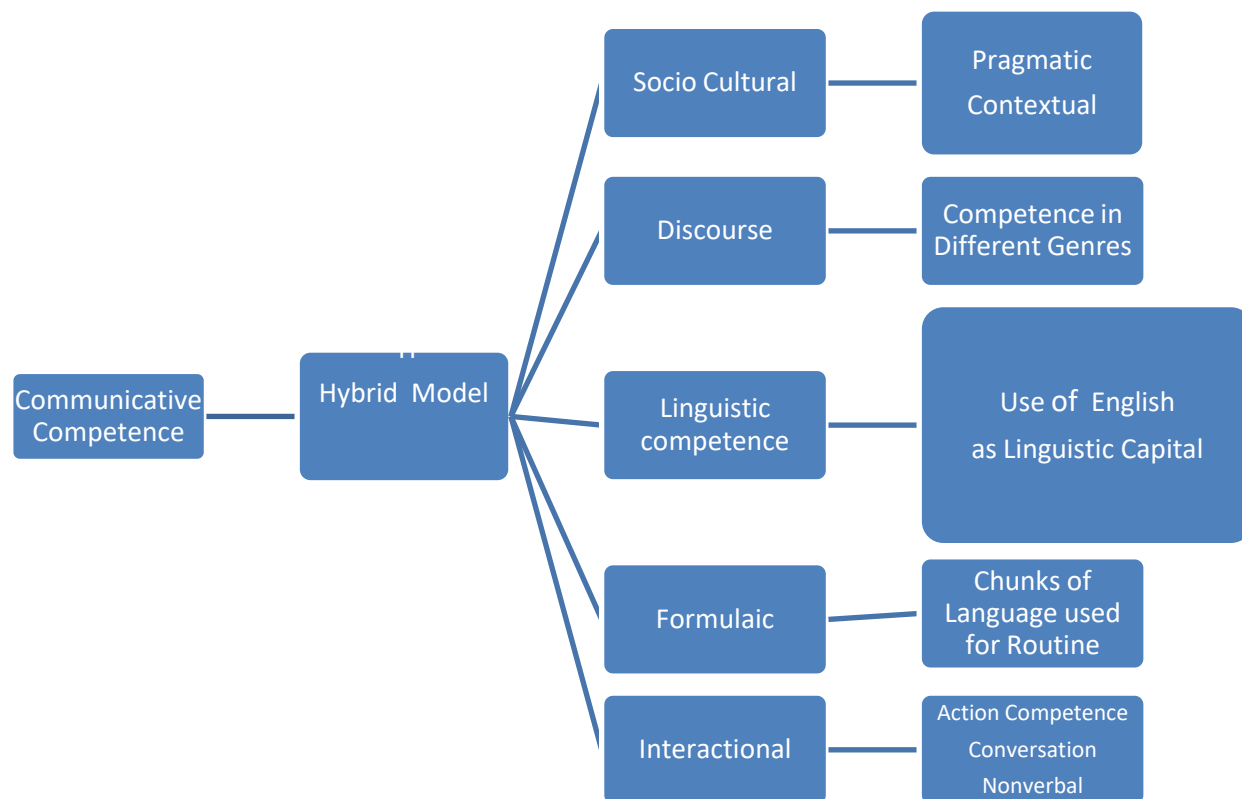
3.2.1.1   Hybrid Model of Communicative Competence

The study focuses on two key variables, which include: communicative competence as independent variable and employees' job performance as dependent variable.

3.3   Job Performance

There are two key indicators of employees' job performance, i.e., how productive an employee is in his own domain and how far he is progressing through ranks. Job productivity is greatly the outcome of job satisfaction and perks (Munisamy, 2013). Job satisfaction in comparison with CC has received much more attention of the researchers (e.g., Arches, 1991; Glenn and; Hackman and Oldman, 1972; Orpen, 1979). Generally, job satisfaction has been associated with a number of determinants, which include factors such as age, gender, salary and other incentives.

However, the most prominent factors of job satisfaction are those emerging from the nature of job itself within which interpersonal communication and relationships occur between the managers and the employees (Kienzle & Shadur, 1998). They are of the opinion that one of the most important factors contributing to enhanced job satisfaction is the relationship between employees and the mangers. These relationships take place in official setups through various methods of communication, whereas the lack of communicative competence, at times, results in the employees leaving their jobs.

Sometimes the notion of JS is associated with higher perks and remuneration in minimum exhaustion. However, it is wrong to assume that JS is only the outcome of higher salary packages. Employees at times compromise on their salary once it involves less fatigue and mental stress. Considering job satisfaction from the perspective of workers, Locke (1976) conducted a study. According to him, JS is associated with a state of mind that is enjoyable and positive. Almost similar ideas were presented by Richmond, McCroskey, Davis & Koonts (1980) who brought to light the significance of supervisor's communication and Avtgis & Taber (2006) who associated the factor of humor to employees JS. In one way or the other, job performance is thought to be directly linked to promotion in the job.

3.4 Promotion

Human Resource Management Glossary Index (2016) defines promotions as "the advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities". The appointment of the employee to a new position is done by keeping in view the potential for greater skills and greater qualification.

Due to the promotion, the position of the employee shifts up and subsequently he has a greater decision-making authority. Moreover, the promotion is seen as an elevation of the status of the employee given to him as a result of his performance and skills and competencies displayed during the job.

3.5   Research Design and Tools

The research design used for the current study is descriptive and co relational   for which surveys were   carried out and interviews and questionnaire were undertaken as tools.   According to Creswell (1994), a quantitative study investigates a phenomenon by collecting numerical data; the data then is analyzed using statistical and mathematical tools. Sounders (2007), on the other hand, state   that survey is the most suitable approach to undertake a research. According to him, a sample size that is larger than 30 and lesser than 500 is appropriate for research. Similarly, Thomas (2004) suggests that the rule for research is to seek as many cases as required but generally a sample of 140 is sufficient to provide ample scope for the analysis. For the current study a total of 250 questionnaires were distributed out of which 235 were returned. On the other hand, to validate the data, regression analysis is carried out to see the role of English as linguistic capital i.e to find out the relationship between English language proficiency and also to ascertain the relationship between CC and job satisfaction. Finally, semi structured interviews were conducted and analyzed using grounded theory and descriptive coding (Appendix 3) The details are given in the following table and pie chart:

Total respondents from Corporate Sector						
Beverages	Food	Electronics	Telecom	Banks	Hotels	Total
40	35	35	45	40	40	235

Questionnaire Distribution
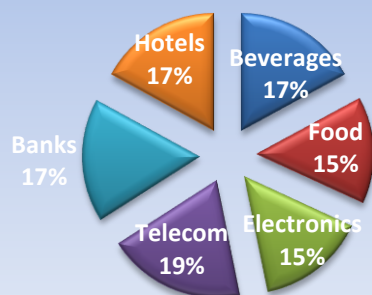
3.2   Company-wise Questionnaire Distribution

3.3   Sales Sector Questionnaire Distribution

Services Sector Respondents			
Telecom	Banks	Hotels	Total
45	40	40	125

3.4   Service Sector Organization
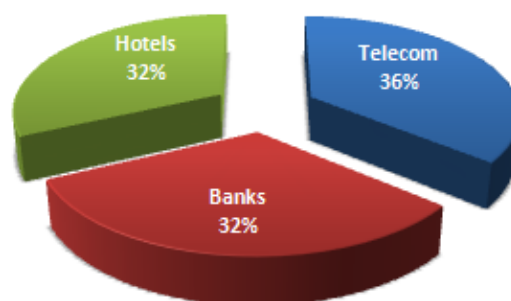
3.5   Service Sector Organization

3.6   Rationale for Sample Selection

The research is carried out in the corporate sector organizations including both sales and services sectors operating in Pakistan. However, the sample is selected only from the regional head offices located in Islamabad, Lahore and Karachi because the head offices are located only in these cities. Moreover, it is assumed that the sub-regional offices located in different provincial areas may have different linguistic scenarios. In these areas, the employees tend to use regional languages along with the official and national languages. It is also kept in mind that the regional languages vary from province to province. On the other hand, interviews are conducted only

with the managerial level personnel from Human Resource (HR) departments. It is because HR department is responsible for hiring, appraisals, promotions and trainings.

According to Pamela & Robert (1995), a sample size of 100 or 10% is a good size for reliable research results if the population does not exceed 1000. As far as the reason for the selection of the organizations both from sales and services is concerned, they account for more than 70 % and 80 % of the corporate organizations respectively according to Pakistan Bureau of Statistic Report for the business organizations for 2019-2020.

3.7   Sampling Technique

To see the effect of CC on the employees' performance, i.e., job satisfaction and promotion, both quantitative and qualitative approaches were used for ensuring the validity and reliability of the results of the study. For the quantitative analysis, stratified random sampling technique was used. Stratified random sampling is a method of sampling which involves the division of a population into smaller sub-groups (Parsons, 2014). The corporate sector was divided into sub-groups including both sales and services sectors. From both the sectors, data was gathered randomly from the employees holding managerial level positions.

3.8   Data Analysis Methods

In order to test both the dependent variables, i.e., JS and Promotion, two different questionnaires were developed. For the quantitative analysis of the study, the results were analyzed through tables as well as graphical illustrations using MS Excel. The questionnaires were administered with the managers working in Private Sector Organizations located in Islamabad, Lahore and Karachi. Both of these questionnaires were adapted from Monge's (1982) questionnaire; therefore, no reliability test was done; however, a pilot study was conducted during the coursework as a class project.

A sample size of 235 respondents was used, which included 110 respondents from sales organizations including beverages, garments and electronic items. From service sector, data was collected from telecom industry, banks, and hotel industry. The data was gathered by the researcher himself and also by the students of NUST, EME College and Roots School System enrolled in Communication and Interpersonal Skills and English Language courses.

The questionnaire (in Appendix A) for assessing the effect of communicative competence on JS was designed in three sections (A, B and C). Section A included demographic questions, whereas section B included Communicative Competence questionnaire adapted from Monge et al (1982). This section has questions in accordance with the hybrid model of CC including segments both from Celce-Murcia's model of Communicative Competence and Bourdieu's model of Capital from which English is taken as linguistic capital. For the measurement, 5-point Likert scale was used; the scale ranged from 1 (strongly disagree) to 5 (strongly agree). Section C included job satisfaction scale including questions as Likert Scale choices ranging from strongly undesirable to strongly desirable.

The points given by the participants for each segment of CC in section B were added. All the responses in this section were grouped in points ranging from 10-20, 20-30, 30-40 and 40-50. In order to see the link between CC and JS, these points in ranges were compared with responses in section C of the questionnaire.

A separate questionnaire (in Appendix B) was designed to evaluate the impact of CC in English on employees' promotion. This section also catered for the hybrid model devised for this study. This questionnaire was administered on the same participants.

In order to validate the data from questionnaires, semi-structured interviews were conducted. These interviews were carried out from 6 participants from the selected corporate sector organizations.

3.9   Data Triangulation (Through Regression)

Denzin (2009) stated that no single method, theory, or observer can capture all that is relevant or important. According to him, triangulation is the method in which the researchers employ multiple external methods in the analysis of the same empirical data. Furthermore, through triangulation the researchers are able to explores different levels and perspectives of the same phenomenon. In other words, it is   a combination of two or more theories, data sources, methods or investigation in the study of single phenomenon.

Accroding to Johnson and Jehn (2009) on the other hand   triangulation reduces bias in research. Moreover, it also adds depth to the data that is collected. Denzin (2012), in this regard,

made the point that using multiple approaches to data analysis adds multiple viewpoints and facets to the data.

For the current research, in order to carry out the in-depth analysis of the data collected, the data is evaluated both through percentages and through statistical tool such as simple linear regression using MS Excel. Linear regression analysis is used to predict the value of variable based on the value of other variables. In this case, the independent variable is employees' communicative competence whereas the dependent variable is the employees' job performance i.e. appointment, promotion and subordinates' job satisfaction.

3.10 Rationale for the Questionnaire

As discussed in the previous section, two questionnaires were used. The idea was to assess the role of communicative competence in English on employees' job performance both through their appointments and promotions and through the ways the employees may bring about job satisfaction to their subordinates. The questions in both the questionnaires corresponded to the Hybrid model presented in the introduction. The first part comprised questions that were personal and were meant to ascertain information regarding the individuals' organization, department, designation and experience. This information was significant as this would enable the researcher to sort out the results in terms of departments and organizations.

The second portion of the questionnaire contained questions including statements to be analyzed on a five-point Likert scale as well as statements and questions to be answered from multiple choice questions.

The first question from the second part of the questionnaire concerned "Communicative competence in English at the time of employee's appointment." This question asked in the form of a statement was a direct question and was related to the Bourdieu's model of language as linguistic capital included in the Hybrid model devised for this study. The idea was to assess the responses of the heads of regional offices of the selected corporate sector organizations regarding their strategy for hiring the employees and how far the factor of competence in English was considered at the time of appointments. This was also to see whether the factor of English language proficiency was considered only for certain specific appointments or for all the appointments at the managerial level.

"Whether a person's communicative competence in English is considered at the time of his/her professional promotions or not" was the second question. This was again a direct question in the form of a statement. This again was meant to have an analysis of the current trend in the corporate sector regarding the use of English language by the employees and its impact on their promotions.

The ninth question is yet another significant question that is focused to see whether the lack of communicative competence hinders a person's promotion and appointment at managerial level position. Managers are hired at the different departments; this question will enable us to see whether the competence in English is required in all the departments or some specific departments of the organizations. Secondly, this was also to see whether the lack of communicative competence hinders a person's promotion. In other words, it was to see whether competence in English results in promotion or its deficiency brings about hindrance in a person's professional progression.

The last question concerned whether the upward hierarchical promotion increased the need for competence in English or vice versa. The results of this question were expected to enable the researcher to have a quantifiable analysis of the significant factor of how far the element of competence in English had an impact on employees' promotions. For the present study, this factor is important as the managers need to have interactions at times with non-native bosses at certain hierarchical tier of management; the more the employee gets promoted, the more is the need for competence in English.

The next section of the questionnaire dealt with the questions related to the hybrid model of communication. Following are the key factors of the hybrid model of communicative competence (as already discussed in Section 3.1.3):

- Socio-cultural competence
- Discourse competence
- Linguistic Competence
- Formulaic Competence
- Interactional Competence

In this section, a total of ten questions were asked. Each of the questions targeted the key competencies related to the hybrid model to be used for the employee to be promoted. For each competence, a scale of 0-2 was used. 0 was for no requirement, 1 for partial requirement whereas 2 was for requirement.

The first question asked was regarding the requirement of having a good command on English language. This question was significant as it targeted the linguistic competence which is part of Bourdiue's model of linguistic capital adapted for the hybrid model.

The second question was related to the interactional competence presented by Celce-Murcia and adjusted to the Hybrid model. The question concerned the significance of good communication for persuading the subordinates. Similarly, the third question was also related to interactional competence. This question was meant for the managers and concerned the need for maintaining appropriate distance.

The next question asked was related to the socio-cultural competence as presented in the hybrid model. It concerned the need for paying attention to an individual's socio-cultural norms. A person's ability to communicate in accordance with the situation also relates to his/her socio-cultural competence. This is yet another element of the hybrid model. Socio-cultural competence also relates to the polite expression of ideas. Therefore, the next question concerned the requirement of politeness in organizations.

Discourse competence, which is yet another significant aspect of the hybrid model, is manifested through a person's ability to conduct meetings, presentations and through public speaking. The question asked catered for the requirements of these traits.

The next question concerned correct and clear expression of ideas with correct pronunciation. All of these relate to the linguistic competence as presented in the hybrid model. The question concerned the requirement of expressing the ideas clearly, correctly and fluently.

Formulaic competence is yet another important element of the hybrid model. This competence relates to the individuals' ability to be expert in day to day interaction. Hence, the next question asked was related to the requirement of a person's expertise in carrying the day to day interactions.

The last question asked in this part of the questionnaire was again related to discourse competence. The question concerned a person's ability to write official letters and memos.

3.11 Interviews

The reason for selecting the semi-structured interviews was to enable the researcher to have a detailed insight into the relationship between variables. Interviews are important to know the reasons for the decisions to be taken by the participants or in certain cases the purpose of the interviews is to know the attitudes and the opinions of the participants that cannot be elicited otherwise (Cooper and Schindler, 2008).

Semi-structured interviews, in other words, let the researcher probe into the matter to investigate and subsequently construct their responses (Silverman, 2007). Moreover, the interviews allow the researcher to touch upon the areas that might have been previously overlooked by the other means of investigation. The result is that the data received is rich and detailed covering different aspects of the phenomena under investigation.

In short, to validate the data and also to have an in-depth and detailed analyses of the study, semi-structured interviews were conducted from the experts in the field, which included managers and directors of the selected organizations. All these interviewees were from the HR department. The idea was to validate the data at strategic level. The details of the people interviewed have been presented in Table 3.4. Keeping the ethical considerations in view, the names of the interview participants have been kept confidential.

Number	Organization	Department	Designation
1)	Telecom	HR	Manager
2)	Bank	HR	Manager
3)	Hotel	HR	GM

4)	Beverages	HR	Manager
5)	Food	HR	Manager
6)	Electronics	HR	Manager

3.12   List of Interview Participants

3.12 Analysis of the Interviews

The interviews were analyzed using thematic analysis. For this purpose, descriptive coding was used. According to Miles and Huberman (1994), codes are labels or tags and are therefore units of meanings. They are attached to chunks of varying signs, words and paragraphs. Brown and Clarke (2013) on the other hand define codes as labels identifying what is of interest in the data (coding of the interview data has been presented in Appendix 3).

3.13 Rationale for the Interview Questions

Sounders, Lewis & Thornhill (2003) classify research on the basis of three purposes, i.e., descriptive, explanatory and expository. In the cases where the data on the subject is insufficient, exploratory research is undertaken. According to them, three standard approaches are followed to carry out this kind of research. Firstly, it is the literature research; secondly, talking to experts in the related field and finally conducting interviews.

For this research, semi-structured interviews were conducted. As mentioned earlier, the basic rationale for conducting semi-structure interviews was to validate the data gathered and also to have an in-depth inquiry into the effect of communicative competence on employees' promotions. Besides, there were certain significant details that could only be acquired by conducting interviews from experts in the selected organizations.

The first question asked concerned whether a person's communicative competence was considered at the time of employee's appointment. This question was asked to see the trend in

the organization regarding English for the appointments that might be used subsequently for comparison with the trend in terms of promotion. It was also meant to investigate whether competence in English was considered only for some specific managerial position or for all the managerial level positions.

The second question concerned the prospects for the promotion of an employee in relation to his competence in English. This question again had the same concern whether a person's competence in English was considered at the time of his/her promotion. The idea was to have an in-depth discussion on the issue of employees' promotions and the consideration of their competence in English.

The third question concerned the procedure to be used by the organizations to assess the competence of the employees in English at the time of appointment. Considering the fact that the organizations might use numerous methods and the questionnaire was close-ended in nature, this segment was purposely left for the interviews so as to have further investigation regarding the type of processes these organizations used for the assessment of English competency of their prospective employees.

The next question concerned whether the need for the competence in English increases with each hierarchical upward promotion. The purpose of this question was to ascertain why and to what extent the competence in English was considered at each promotion. This question was included both in the interviews as well as the questionnaires as it catered for the correlation between promotion and competence in English.

Another question concerned the key traits required by a job and the position of communicative competence in those traits. These key traits included the following:

- Employee's Commitment with Job
- Employee's Technical and Professional Knowledge
- Employee's Communicative Competence

Questions 8 to 17 were the same as in questionnaire. They were specifically asked because they concerned the key elements presented in the hybrid model.

3.14 Chapter Summary

To see the effect of CC on the employees' performance, i.e., JS and promotion, both quantitative and qualitative approaches were used. To test both the dependent variables, i.e., JS and Promotion, two different questionnaires were developed. The questionnaires were administered on the professionals working in the selected private sector organizations located in Islamabad, Lahore and Karachi.

For the current study, a total of 250 questionnaires were distributed; out of which 235 were returned. This included 110 questionnaires from the employees in sales sector dealing in beverages, garments and electronic items. Another 125 employees were contacted from the service sector of telecom industry, banks, and hotel industry. The data from the questionnaires was analyzed quantitatively.

In order to validate the data from questionnaires, semi-structured interviews were conducted. These interviews were conducted with 6 participants from HR departments of corporate sector organizations. The interviews were evaluated using descriptive coding.

CHAPTER 4

DATA ANALYSIS

This chapter presents the analysis of the data. In the first section of the chapter, analysis of the first questionnaire is presented. Initially, the first four questions have been analyzed; these questions deal with the role of English as linguistic capital. Subsequently, the analysis is carried out in terms of sales and services sector organizations separately. The next part of the chapter presents the analysis of the second questionnaire. After this data triangulation is done for which regression analysis is used   for each section to validate the results. Finally, the analysis of semi-structured interviews has been presented. This section is followed by a brief summary of the chapter.

4.1 Cumulative analysis of the corporate sector

Total respondents from Corporate Sector						
Beverages	Food	Electronics	Telecom	Banks	Hotels	Total
40	35	35	45	40	40	235

4.1   Division of Respondents

Corporate sector encompassed in percentage
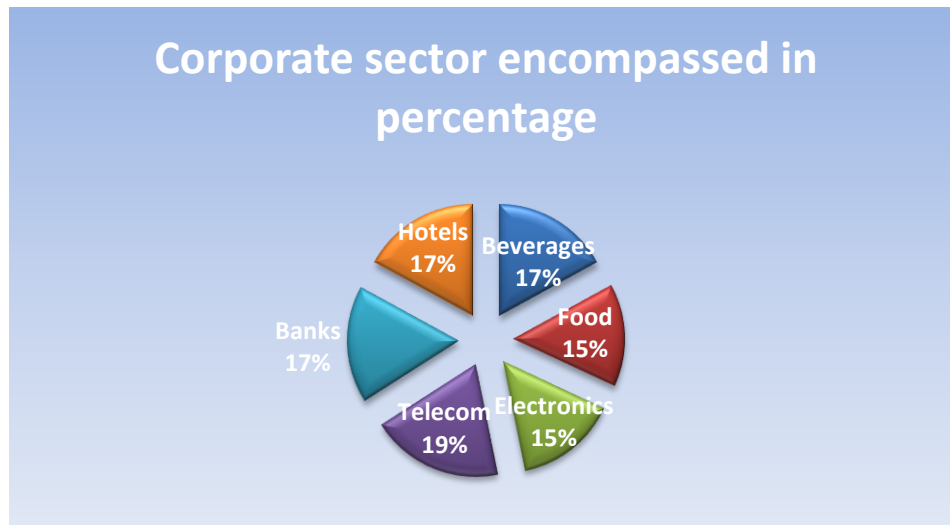
4.1 Percentage Division of Correspondents

The findings of this questionnaire are used to analyze the extent to which priority and consideration is given to the CC of employees in various aspects of their jobs like hiring and promotion. The sample of respondents shown in Table 4.1 on which the study was based on are chosen according to a stratified sampling method; the sample population was divided into groups of the secondary sector consisting of the subgroups beverages, food and electronics and the sales sector consisting of the subgroups telecom, banks and hotels. Finally, people employed in any managerial position regardless of level of hierarchy or authoritative power were then randomly chosen from each of the subgroups and numbered 235 in total. Amongst those who filled out the questionnaire within the secondary sector total were 110 respondents constituting 40 respondents from the beverages subgroup, 35 respondents from the food subgroup and 35 from electronics. From the sales sector we have a total of 125 respondents which consist of 45 from the telecom subgroup, 40 people from the bank subgroup and 40 from hotels. Pie Chart 4.1 visualizes the percentage of people chosen from each group with the percentage of respondents varying by 2% at the most from the mode which is 17% indicating that the respondents are nearly equally spread out overall amongst both the sectors and the analysis later on is not biased towards a single subgroup. The percentage of respondents in the service sector compared with the sales sector are 53% and 47% respectively.

The population surveyed does not consist of any respondents from the primary sector, however the sample size of respondents from the secondary and tertiary sectors was large enough to accurately portray the priorities of managers in those two sectors individually and combined.

4.2 Analysis of sales sector

In this part of the section, the analysis of the sales sector is done. This section deals with the first four questions of the questionnaire. As discussed before that this question assesses the role of English as Linguistic capital for which English is to assessed for promotion and appointments. This section also sees whether the need for English increases with promotion and the lack of competence in English hinders a person's promotion or not.

4.3 Question-wise analysis of Sales Sector

Key for (Q1-Q4): *|SA= Strongly Agree|A=Agree| N=Neutral| DA=Disagree|SDA=Strongly Disagree|*

Scale	English for appointment			English for Promotion			Lack of CCE to hinder Promotion			English and Professional Progression		
	Beverages	Food	Elect.	Beverages	Food	Elect.	Beverages	Food	Elect.	Beverages	Food	Elect.
Strongly Agree	37%	22%	48%	37%	37%	43%	37%	29%	46%	50%	47%	57%
Agree	37%	33%	20%	35%	37%	26%	37%	29%	40%	37%	40%	31%
Neutral	13%	33%	17%	15%	11%	11%	3%	14%	0%	0%	2%	6%
Disagree	8%	7%	9%	8%	9%	11%	13%	14%	6%	10%	8%	6%
Strongly Disagree	5%	5%	6%	5%	6%	9%	10%	14%	8%	3%	3%	0%

4.2 English for Appointment and Promotion (Sales Sector)

4.4 Beverages

As discussed before that the first four questions asked were pertaining to the role of English as linguistic capital i.e to assess whether English is required at the time of appointment. The analysis shows that a high regard is given to communicative competence English before a

person is employed by managers and Human Resource officials in the beverages subgroup. This is shown by the fact that 74% of the managers in this subgroup are in favor of the role of English for appointments   whereas only 13% tend to disagree.

In this regard, the second important question asked was pertaining to the role of English for promotion. As discussed earlier that promotion is also the part of employees' job performance. On the other hand proficiency in English adds value to the employee's performance thus making it a strong linguistic capital

The percentage of people who strongly agree to the fact that competence in English is imperative, constitutes 37% and those who agree constitute 35% of the total respondents for each tier respectively. The merging of these two tiers produces a total of 73% managers (29 responses) in favor of the aforementioned statement that competency in English matters in promotion. 15% (6 responses) speak neither in favor nor against the statement. On the other hand, 8% of the respondents disagree with the statement and 5% strongly disagree with it. Grouping both the negative opinions gives 13% (5 responses) which consider communicative competency in English to be irrelevant when the time comes to promote an employee.

The results of this question show that   a generous amount of consideration is paid to the communicative competency in English when an employ's promotion is considered. 73% of the managers speak in favor of the statement which is quite similar to the findings of the data above, which considered importance of English in employment and inevitably shows that proficiency in English is regarded as essential in the beverages subgroup and thus is a strong Linguistic Capital.

Having seen the role of English for appointment and promotion, the next importance aspect to assess it further is to indirectly gauge whether the lack of CC in English results in hindering the promotion Again, this data closely correlates to the previous data regarding the preference shown in promotion towards employees proficient in English. It can clearly be deduced that the percentage of people who agree and strongly agree that lack of communicative competence in English hinders professional promotions and progress are 37% of the total number of respondents respectively. Grouping both of these tiers together gives a total of 74% of managers (30 responses) who conform to the statement. 3% (1 response) choose to remain

neutral with the statement. 13% disagreed with it and 10% strongly disagreed with the statement. Grouping the responses against the statement gives a total of 23% (9 responses) against.

The results of this data show that a pattern is emerging, 74% managers are of the opinion that lack of English proficiency reduces employee promotion rates and according to the data above 73% of managers claimed that they considered English proficiency before choosing to promote. The results are similar and point towards the fact that communicative competency in English is mandatory for professional development in the beverage subgroup.

Yet another way to assess the role of English as linguistic capital is by assessing whether the requirement remains the same or it increases with professional promotion. The results in the table show that 50% of the managers strongly agree and 37% of managers agree that necessity for communicative competence in English increases with increasing job hierarchy. All in favor of the statement together accumulate to be 87% (35 responses). 0% are neutral. 10% (4 responses) disagreed with the statement and 3% (1 response) strongly disagreed with it. Grouped response against the statement gives 13% (5 responses) against.

Results elaborate how there is a unanimous consensus that necessity for communicative competence in English increases with increasing job hierarchy as 87% of the managers are speaking in favor of the statement. This again identifies the requirement of English proficiency in the beverages subgroup and thus strengthening the idea of it to be regarded as a linguistic capital.

4.5   FOOD

The second sample collected from the sales sector is from food sector. The results for the role of English as linguistic capital are more or less similar. However, as compared to beverages, the agreement rate is slightly low, most probably because many of the food industries in Pakistan are not multinational.

The percentage of people who strongly agree and agree that they consider communicative competency during employment respectively constitute 22% and 33% of the total number of respondents. Grouping both of these tiers together gives a total of 55% of managers (25 responses) giving precedence to linguistic competence at the time of employment. 33% (15 responses) tend to neither agree nor disagree with the statement. 7% disagree with the statement

whereas 5% strongly disagree, grouping both these negative opinion tiers results in a total of 13% of managers (5 responses against) disagreeing with the statement.

The analysis shows how there is only a moderate amount of consideration given to communicative competence before a person is employed by managers and Human Resource officials in the food subgroup because only 54% or half of the managers in this subgroup are in favor of the statement. The agreement is just above 50% but in comparison with disagreement which is 5%, the result clearly indicates the role of English in promotion in beverage sector. However there is a concerning 33% managers who are unsure what to think of the statement and hence it can't be successfully concluded whether or not priority is actually given to English proficiency.

For the role of English for promotion, in food industry, the result is almost similar. Amongst the total respondents the percentage of people who strongly agree and agree constitute 37% respondents for both the tiers respectively. The merging of these two tiers produces a total of 74% managers (26 responses) in favor of the aforementioned statement that competency in English matters in promotion. 11% (4 responses) speak neither in favor nor against the statement. On the other hand, 9% of the respondents disagree with the statement and 6% strongly disagree with it. Grouping both the negative opinions, gives 15% (5 responses) which consider communicative competency in English to be irrelevant when the time comes to promote an employee.

The results of this question show that a good amount of consideration is paid to the communicative competency in English when an employ's promotion is considered. 74% of the managers speak in favor of the statement which goes to show that there is high regard given to English language overall and in aspects such as promotion.

As far as the lack of proficiency in English in food industry is concerned, the data is almost identical to the beverage industry. It can be deduced that the percentage of people who agree and strongly agree that lack of communicative competency in English hinders professional promotions and progress are 29% of the total number of respondents respectively. Grouping both of these tiers together gives a total of 58% of managers (20 responses) who conform to the statement. 14% (5 responses) choose to remain neutral with the statement. 14% disagreed and

strongly disagreed with the statement respectively. Grouping the responses against the statement gives a total of 28% (10 responses) against.

According to the results of this data 58% managers are of the opinion that lack of English proficiency reduces employee promotion rates which is a noticeable reduction compared to the data above in the previous question where 74% of managers claimed that they considered English proficiency before choosing to promote. The results therefore seem to point towards the fact that although there is high consideration given to English proficiency during the employment phase, managers of the food industry seem to care less about the English proficiency when they decide to promote an employee.

As far as the increasing requirement of English with promotion is concerned, there is an interesting response . From the results, it can be extracted that 47% of the managers strongly agree and 40% of managers agree that necessity for communicative competence in English increases with increasing job hierarchy. All in favor of the statement together accumulate to be 87% (35 responses). 2% (1 response) are neutral. 8% (3 responses) disagreed with the statement and 3% (1 response) strongly disagreed with it. Grouped response against the statement gives 11% (4 responses) against.

Results elaborate how that most of the managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy as 87% of the managers are speaking in favor of the statement. The result in this question is very interesting because for the previous question regarding the lack of competence in English to hinder promotion, the response was 58%.

4.6 Electronics

Electronic industry was the third sector from sales. The results for the role of English as linguistic capital for all the four questions remain almost the same. The percentages of people who strongly agree and agree that they consider communicative competency during employment respectively constitute 48% and 20% of the total number of respondents. Grouping both of these tiers together gives a total of 68% of managers (25 responses) giving precedence to linguistics during employment. 37% (6 responses) tend to neither agreeing nor disagreeing with the statement. 9% disagree with the statement whereas 6% strongly disagree, grouping both these

negative opinion tiers results a total of 13% of managers (5 responses against) disagreeing with the statement.

The analysis shows how there is a higher than moderate amount of consideration given to communicative competence before a person employed by managers and Human Resource officials in the electronic subgroup because only 68% or a little more than half of the managers in this subgroup are in favor of the statement. The disagreement is very low at 13%, suggesting that the requirement is considerably high in comparison with disagreement.

As far as the role of English for promotion is concerned, again the response is above moderate. The percentages of people who strongly agree and agree with the statement respectively constitute 43% and 26% of the total number of respondents. The merging of these two tiers produces a total of 69% managers (24 responses) in favor of the aforementioned statement that competency in English matters in promotion. 11% (4 responses) speak neither in favor nor against the statement. On the other hand 11% of the respondents disagree with the statement and 9% strongly disagree with it. Grouping both the negative opinions give 20% (7 responses) which consider communicative competency in English to be irrelevant when the time comes to promote an employee.

The results of this question show that a moderately high consideration is paid to the communicative competency in English in aspects such as promotion for the electronic subgroup when an employ's promotion is considered. 69% of the managers speak in favor. Importance given to overall linguistic capability is the same as the results of the previous question where nearly the same percentage of managers agreed that it influences promotion.

For electronic industry, regarding to what extent managers in the electronic subgroup believe that lack of Communicative Competency in English translates into lower promotion chances. It can be deduced that the percentage of people who strongly agree and simply agree that lack of communicative competency in English hinders professional promotions and progress are 46% and 40% of the total number of respondents respectively. Grouping both of these tiers together gives a total of 86% of managers (30 responses) who conform to the statement. 0% are neutral. 6% disagreed and 8% strongly disagreed with the statement respectively. Grouping the responses against the statement gives a total of 15% (5 responses).

According to the results of this data 86% managers are of the opinion that lack of English proficiency reduces employee promotion rates which is relatable to the data above where 69% of managers claimed that they considered English proficiency before choosing to promote. The results so far therefore explain that although there is only moderate consideration given to English proficiency during the employment phase, managers of the electronics subgroup care far more about the English proficiency when they decide to promote an employee. Most probably because in electronic industry, majority of the people at the higher tier of management are non-natives, and most of the industries are multinational.

The next question relates to the increasing need to be more competent in English as an employee climbs up the job hierarchy, meaning that the need to be proficient in English should gradually increase with every promotion. The results from the electronic industry shows that 57% of the managers strongly agree and 31% of managers agree that necessity for communicative competence in English increases with increasing job hierarchy. All in favor of the statement together accumulate to be 88% (31 responses). 6% (2 responses) are neutral. 6% (2 responses) fall in the disapproval category.

Results overwhelmingly indicate that managers are like-minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy as an overwhelming 88% of the managers are speaking in favor of the statement. A conclusion from all the results can be drawn; they show that the need for better English goes hand in hand with higher technical expertise in the electronics subgroup because there is a higher attention paid to English proficiency in the promotion phase, rather than the employment phase where the new employee is simply expected to work on and construct equipment on a preset design instead of communicating and collaborating with peers to change or improve them. Moreover, as mentioned above, most of the electronic industry is multinational.

4.7 Service Sector

Having discussed the results from the sales sector organizations, in this section, we will discuss the services sectors. Again the first four questions will be evaluated. These questions are targeted towards the role of English as Linguistic capital. In this case, the questions will enable the researcher to see how far proficiency in English affects employees' promotion and appointment.

Scale	English for appointment			English for Promotion			Lack of CCE to hinder Promotion			English and Professional Progression		
	Telecom	Banks	Hotels	Teleco-m	Banks	Hotels	Telecom	Banks	Hotels	Teleco-m	Banks	Hotels
Strongly Agree	44%	37%	45%	46%	49%	50%	49%	37%	55%	49%	45%	50%
Agree	40%	32%	42%	39%	38%	42%	37%	37%	42%	40%	37%	47%
Neutral	7%	18%	5%	5%	8%	5%	4%	13%	3%	5%	5%	3%
Disagree	5%	8%	5%	5%	5%	3%	5%	8%	0%	2%	8%	0%
Strongly Disagree	4%	5%	3%	5%	0%	0%	5%	5%	0%	4%	5%	0%

4.3 English for Appointment and Promotion (Services Secor)

4.8 Telecom

In telecom sector, there is an overwhelming agreement for the consideration of English at the time of appointment and promotion. The percentage of people who strongly agree and simply agree that they consider communicative competency during employment respectively constitute 44% and 40% of the total number of respondents. Grouping both of these tiers together gives a total of 84% of managers (38 responses) giving precedence to linguistics during employment. 7% (3 responses) tend to neither agreeing nor disagreeing with the statement. 5% disagree with the statement whereas 4% strongly disagree, grouping both these negative opinion tier results in a total of 9% of managers (5 responses against) disagreeing with the statement.

The analysis shows how there is significant (to be taken as a value having particular importance as defined by Mills (2021) and henceforth used in this sense) amount of consideration given to communicative competence before a person is employed by managers and Human Resource officials in the telecom subgroup because 84% of the managers in this subgroup are in favor of the statement. The disagreement is very low at 9%

As far as promotion is concerned, in telecom sector the response rate again is very high. There seems to be a higher need of competence in English in services sector, may be because of their interaction with the customers and non-native supervisors. The percentage of people who strongly agree and agree with the statement respectively constitute 46% and 39% of the total

number of respondents. The merging of these two tiers produces a total of 85% managers (37 responses) in favor of the aforementioned statement that competency in English matters in promotion. 5% (2 responses) speak neither in favor nor against the statement. On the other hand, 5% of the respondents disagree with the statement and 5% strongly disagree with it. Grouping both the negative opinions give 10% (4 responses) which consider communicative competency in English to be irrelevant when the time comes to promote an employee.

The results of this question show that extensive consideration is paid to the communicative competency in English in aspects such as promotion for the telecom subgroup when an employ's promotion is considered. 85% of the managers speak in favor. Importance given to overall linguistic capability is the same as the results of the previous question where nearly the same percentage of managers agreed that it influences employment.

To the question of whether lack of Communicative Competency in English translates into lower promotion chances, the response rate is almost similar suggesting significance of Englihs at each tier of management. With the help of the results, it can be deduced that the percentage of people who strongly agree and simply agree that lack of communicative competency in English hinders professional promotions and progress are 49% and 37% of the total number of respondents respectively. Grouping both of these tiers together gives a total of 86% of managers (37 responses) who conform to the statement. 4% are neutral. 5% disagreed and 5% strongly disagreed with the statement respectively. Grouping the responses against the statement gives a total of 10% (4 responses) against the statement.

According to the results of this data, 86% managers are of the opinion that lack of English proficiency reduces employee promotion rates which correlates to the data above where 85% of managers claimed that they considered English proficiency before choosing to promote. The results so far explain that there is far above average consideration given to English proficiency during the employment phase by managers of the telecom subgroup and that they consider the English proficiency when they decide to promote an employee.

For the increasing role of English with hierarchical upward promotion, the responses are even more overwhelming. It can be extracted that 49% of the managers strongly agree and 40% of managers agree that necessity for communicative competence in English increases with

increasing job hierarchy. All in favor of the statement together accumulate to be 89% (40 responses). 5% (2 responses) are neutral. 2% (1 response) disagree and 4% (2 response) strongly disagree. The cumulative disapproval responses are 6% (3 responses)

Results elaborate how that nearly all managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy as an overwhelming 89% of the managers are speaking in favor of the statement clearly showing that proficiency does suggest its role as a linguistic capital.

A conclusion from all the results can be drawn, communicative competency in English for the telecom subgroup is regarded as essential in all aspects of the industry. This may largely have to do the fact that the industry focuses on communication and is technologically orientated and requires workers with high skill set hence they largely need to be proficient in English.

4.9 Banks

From the banking sector, the role of English as linguistic capital , the responses for the said questions were slightly different i.e. the preference of English for promotion and appointment was slightly lower than the telecom sector however , it was still very high .For the question of how many people in managerial positions in the bank subgroup of the sales sector give consideration to communicative competence during the appraisal of a person when they apply for a job at the company, the percentage of people who strongly agree and simply agree that they consider communicative competency during employment respectively constitute 37% and 32% of the total number of respondents. Grouping both of these tiers together gives a total of 69% of managers (28 responses) giving precedence to linguistics during employment. 18% (7 responses) tend to neither agreeing nor disagreeing with the statement. 8% disagree with the statement whereas 5% strongly disagree, grouping both these negative opinion tier results in a total of 13% of managers (5 responses against) disagreeing with the statement.

The analysis shows how there is above average consideration given to communicative competence before a person is   employed by managers and Human Resource officials in the bank subgroup since 69% of the managers in this subgroup are in favor of the statement. This clearly suggests that English in banking sector is considered at the time of appointment.

In banking sector, the responses for the requirement of English for promotion are higher than for appointment. It is because of the fact that in Pakistan, there is more documentation

required in English at the higher tier of management. The percentages of people who strongly agree and agree with the statement respectively constitute 49% and 38% of the total number of respondents. The merging of these two tiers produces a total of 87% managers (34 responses) in favor of the aforementioned statement that competency in English matters in promotion. 8% (3 responses) speak neither in favor nor against the statement. On the other hand, 5% (2 responses) of the respondents disagree with the statement and consider communicative competency in English to be irrelevant when the time comes to promote an employee.

The results of this question show that an overwhelming consideration is given to the communicative competence in English in aspects such as promotion for the banking subgroup when an employ's promotion is considered since 87% of the managers speak in favor.

For the lack of competence in English resulting in hindrances in promotion, the results complement the results of the previous questions requiring proficiency in English at the higher tier. It can be deduced that the percentage of people who strongly agree and simply agree that lack of communicative competency in English hinders professional promotions and each constitute 37% of the total respondents. Grouping both of these tiers together gives a total of 74% of managers (30 responses) who conform to the statement. 13% (5 responses) are neutral. 8% disagreed and 5% strongly disagreed with the statement respectively. Grouping the responses against the statement gives a total of 13% (5 responses) against.

According to the results of this data 87% managers are of the opinion that lack of English proficiency reduces employee promotion. The results so far therefore explain that although there is significant consideration given to English proficiency during the employment phase by managers of the bank subgroup and that they also care about the English proficiency when they decide to promote an employee.

Lastly, from the banking sector, results elaborate how that nearly all managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy a quite high 89% of the managers are speaking in favor of the statement. A conclusion from all the results can be drawn, demand for communicative competency in English for the banking sector are very high in both employment and promotional phases. The banking profession does involve a lot of direct and indirect communication so the high English proficiency requirement could be a result of this.

4.10 Hotels

Analysis of the data gathered from the banking sector shows a very high regards given to the competence in English at the time of appointment. It suggests that the percentage of people who strongly agree and agree that they consider communicative competency during employment respectively constitute 45% and 42% of the total number of respondents. Grouping both of these tiers together gives a total of 87% of managers (35 responses) giving precedence to linguistics during employment. 5% (2 responses) tend to neither agreeing nor disagreeing with the statement. 5% disagree with the statement whereas 3% strongly disagree, grouping both these negative opinion tier results a total of 8% of managers (3 responses against) disagreeing with the statement.

Altogether 87% of the results in agreement and strong agreement shows that the role of English as a linguistic capital in the banking sector is enormous. The analysis shows that there is a good consideration given to communicative competence before a person is employed by managers and Human Resource officials.

As suggested earlier that the employee's job performance is assessed through the professional progression. In this case performance is assessed through the language use i.e. whether a person is capable to be promoted on the basis of his competence in language. The data depicts that percentage of people who strongly agree and agree with the statement respectively constitute 50% and 42% of the total number of respondents. The merging of these two tiers produces a total of 92% managers (37 responses) in favor of the aforementioned statement that competency in English matters in promotion. 5% (2 responses) speak neither in favor nor against the statement. On the other hand, 3% (1 response) of the respondents disagree with the statement and consider communicative competency in English to be irrelevant when the time comes to promote an employee.

The results of this question show that a considerable amount of consideration is paid to the communicative competency in English in aspects such as promotion for the hotel subgroup when an employee's promotion is considered since 93% of the managers or nearly all of them are in favor of the statement.

For the question of whether managers in the hotel subgroup believe that lack of Communicative Competency in English translates into lower promotion chances, the result reveals that the percentage of people who strongly agree and simply agree that lack of communicative competency in English hinders professional promotions and each constitute 55% and 42% of the total respondents respectively. Grouping both of these tiers together gives a total of 97% of managers (39 responses) who conform to the statement. 3% (1 response) are neutral. There are 0% managers (0 responses) against the statement.

According to the results of this data 97% managers are of the opinion that lack of English proficiency reduces employee promotion. The results so far therefore explain that although there is overall overwhelming consideration given to English proficiency during the employment phase by managers of the bank subgroup and that they also care immensely about English proficiency when they decide to promote an employee. Thus it is near to impossible to be promoted   with lack of competence in English,

Job promotion is associated with the skills required in that specific position. In this case, English is considered to be one of the skills required. In other words, there is value associated with expertise in English language that guarantees a person's promotion. It can be extracted that 50% of the managers strongly agree and 47% of managers agree that necessity for communicative competence in English increases with increasing job hierarchy. All in favor of the statement together accumulate to be 97% (39 responses). 3% (1 response) are neutral. 0% disagree with the statement.

Results elaborate that almost all managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy. A quite high 97% of the managers are speaking in favor of the statement. A conclusion from all the results can be drawn that demand for communicative competence in English for the hotel sector in employment and promotional phases is a necessity.

4.11   Reggression Analysis (Sales Sector)

After carrying out the percentage analysis of the role of English and job performance, in this section, regression analysis is carried out. Through regression analysis, the correlation between competence in English and employees'   job performance will be assessed. In other words, analysis triangulation is done, as discussed before, which will enable us to validate the

data. The analysis of the four questions will be carried out from the sales section. This will be followed by the analysis of the services sector.

4.12   Regression Data (Sales Sector)

Multiple R. It is the C*orrelation* that measures the strength of a linear relationship between two variables. The correlation coefficient can be any value between -1 and 1.

-   1 means a strong positive relationship.
-   -1 means a strong negative relationship
-    0 means no relationship at all

R Square. It is the *Coefficient of Determination*, which is used as an indicator of the goodness of fit. It shows how many points fall on the regression line.

Competence in English for appointment			
BEVERAGES, FOOD, ELECTRONICS			
Sr.	Communicator Competence Scale	COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable-X Axis)	APPOINTMENT (Dependent Variable-Y Axis)
1	Strongly Agree	5	42
2	Agree	4	37
3	Neutral	3	26
4	Disagree	2	9
5	Strongly Disagree	1	6

Q No. 1-Communicative competence is considered at time of employee's appointment.

$y = 10x - 6$
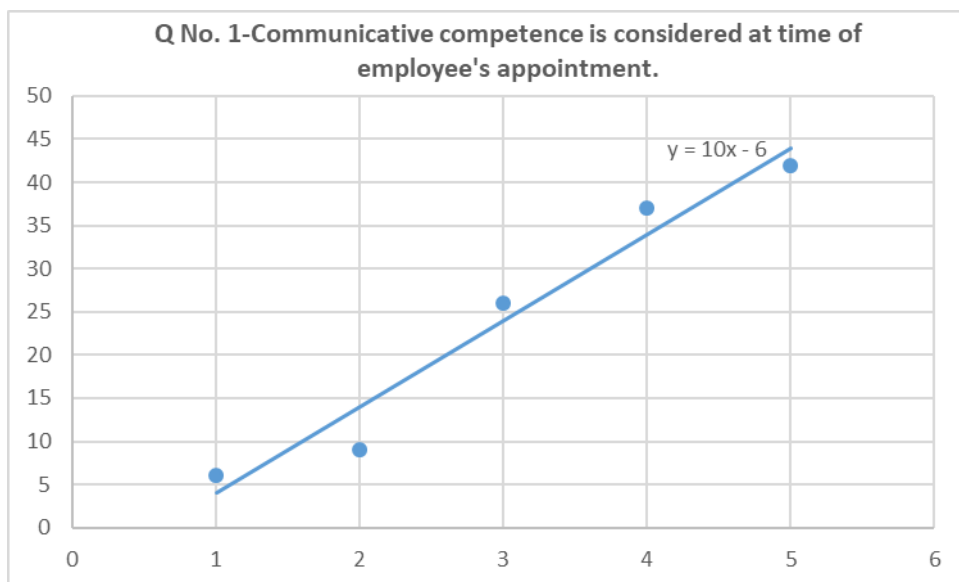
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.971513126
R Square	0.943837754

Competence in English for promotion			
BEVERAGES, FOOD, ELECTRONICS			
Sr.	Communicator Competence Scale	COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable-X Axis)	PROMOTION (Dependent Variable-Y Axis)
1	Strongly Agree	5	43
2	Agree	4	36
3	Neutral	3	14
4	Disagree	2	10
5	Strongly Disagree	1	7

Q2-Considerance of communicative competence in English for his/her professional promotions

y = 9.8x - 7.4

SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.893402862
R Square	0.798168675

Lack of competence in English to hinder promotion			
BEVERAGES, FOOD, ELECTRONICS			
Sr.	Communicator Competence Scale	LACK OF COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable-X Axis)	HINDERANCE IN PROFESSIONAL PROMOTION (Dependent Variable-Y Axis)
1	Strongly Agree	5	41
2	Agree	4	39
3	Neutral	3	6
4	Disagree	2	12
5	Strongly Disagree	1	12

Q No. 3-Lack of Communicative Competence hinders professional promotion?

y = 8.5x - 3.5
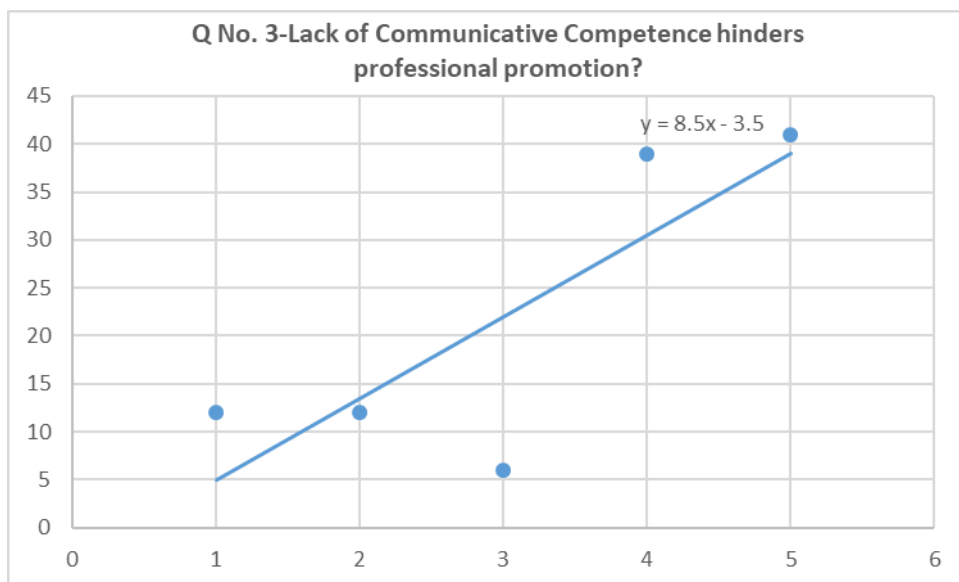
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.655403131
R Square	0.429553265

Competence in English for professional progression			
BEVERAGES, FOOD, ELECTRONICS			
Sr.	Communicator Competence Scale	COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable- X Axis)	PROFESSIONAL PROGRESSION (Dependent Variable-Y Axis)
1	Strongly Agree	5	59
2	Agree	4	42
3	Neutral	3	3
4	Disagree	2	9
5	Strongly Disagree	1	2

Q No. 4-With professional progression, the need for communicative competence increases.

y = 14.7x - 21.1
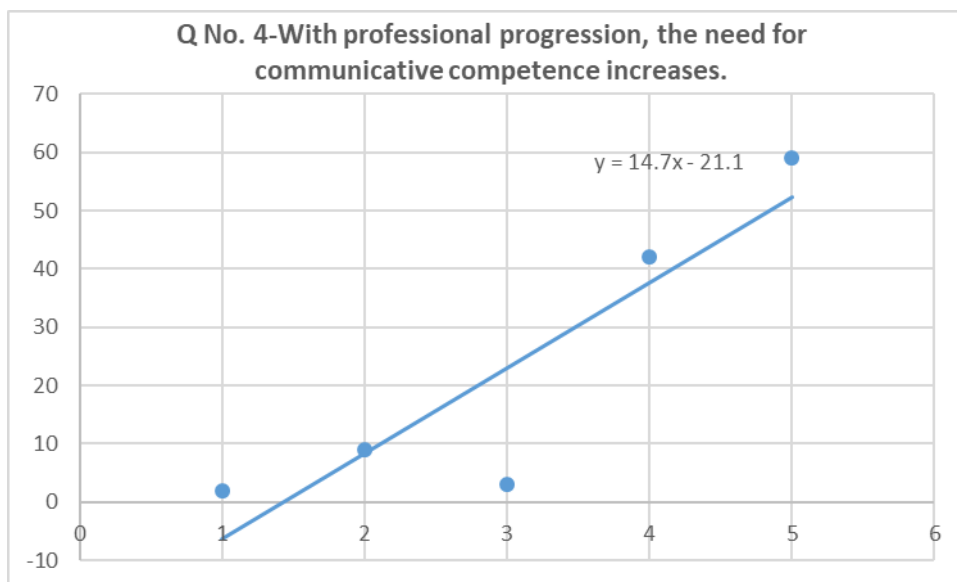
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.777835415
R Square	0.605027933

4.13 Regression Data Interpretation (Sales Sector)

The above graphs and tables suggest a very close correlation between English language competence and employees' job performance. All the four questions asked suggest that English Language plays an important part in employee's professional appointments and promotions. An above 0.6 Multiple R, which is strength of linear correlation, and R Square which is the measurement of goodness of fit on the regression line, are observed. This clearly indicates that, competence in English is an important element to consider both for appointment and promotion.

The least correlation shown is for the question of whether the lack of competence results in hindrance to promotion. This may be because of the fact that the job requirement for every job varies (to be discussed later) and there might be other factors such as technical expertise to consider for specialized job. So for example if a person has strong technical skills but lacks competence in English, his promotion will still not be hindered. However, for two candidates with same technical expertise and different expertise in English, the one   with better English will be promoted. This clearly shows the role of English as a linguistic capital in sales sector.

4.14 Reggression Analysis (Services Sector)

After discussing the sales sector, the regression analysis to assess the correlation between Competence in English and employees' job performance, i.e., appointment and professional promotion of the sales sector will be carried out. Since the number is small, the regression will be done cumulatively for the entire services sectors.

4.15 Interpretation(Key) and Reggression Analysis (Sevices Sector)

Multiple R. It is the C*orrelation*   that measures the strength of a linear relationship between two variables. The correlation coefficient can be any value between -1 and 1, and its <u>absolute value</u> indicates the relationship strength. The larger the absolute value, the stronger the relationship:

- 1 means a strong positive relationship
- -1 means a strong negative relationship
- 0 means no relationship at all

R Square. It is the *Coefficient of Determination*, which is used as an indicator of the goodness of fit. It shows how many points fall on the regression line.

English for Appointments			
TELECOM, BANKS & HOTELS			
Sr.	Communicator Competence Scale	COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable-X Axis)	APPOINTMENT (Dependent Variable-Y Axis)
1	Strongly Agree	5	53
2	Agree	4	48
3	Neutral	3	12
4	Disagree	2	7
5	Strongly Disagree	1	5

Q No. 1-Communicative competence is considered at time of employee's appointment.

y = 13.7x - 16.1
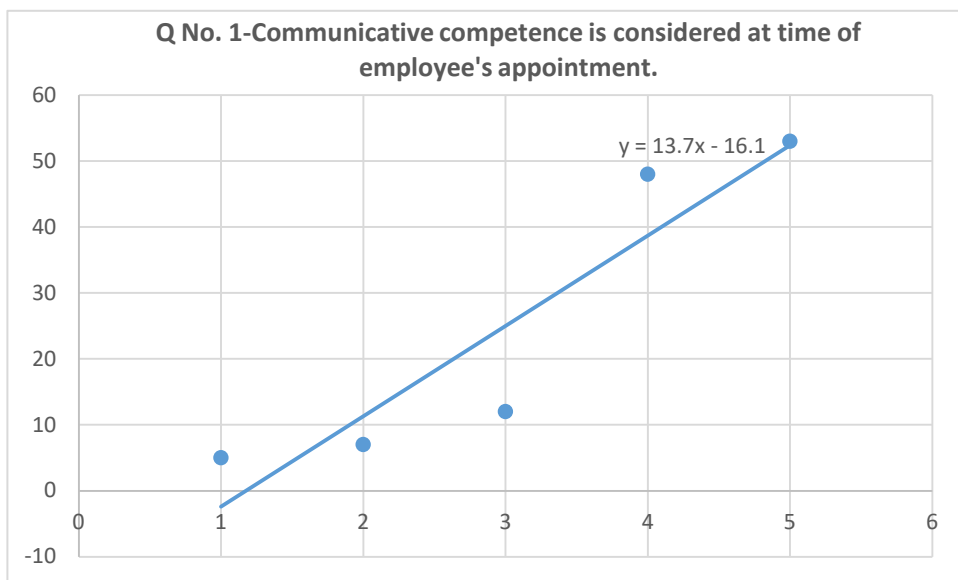
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.922396854
R Square	0.850815956

Competence in English for Promotion			
TELECOM, BANKS & HOTELS			
Sr.	**Communicator Competence Scale**	**COMMUNICATIVE COMPETENCE IN ENGLISH** (Independent Variable-X Axis)	**PROMOTION** (Dependent Variable-Y Axis)
1	Strongly Agree	5	59
2	Agree	4	49
3	Neutral	3	7
4	Disagree	2	5
5	Strongly Disagree	1	2

Q2-Considerance of communicative competence in English for his/her professional promotions

$y = 15.8x - 23$
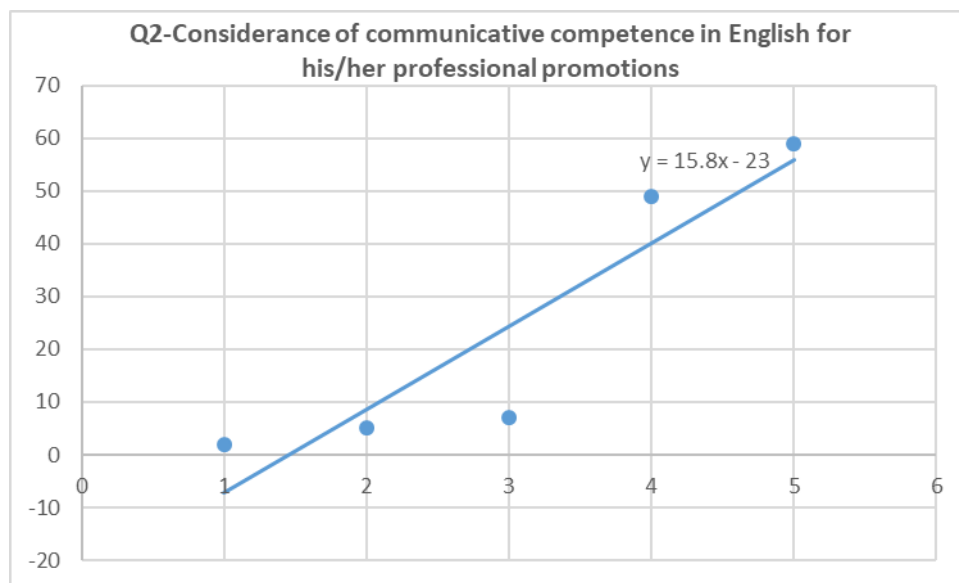
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.82928167
R Square	0.687708088

	Lack of competence in English to hinder promotion		
	TELECOM, BANKS & HOTELS		
Sr.	Communicator Competence Scale	LACK OF COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable-X Axis)	HINDERANCE IN PROFESSIONAL PROMOTION (Dependent Variable-Y Axis)
1	Strongly Agree	5	58
2	Agree	4	48
3	Neutral	3	8
4	Disagree	2	5
5	Strongly Disagree	1	4

Q No. 3-Lack of Communicative Competence hinders professional promotion?

$y = 15.1x - 20.7$
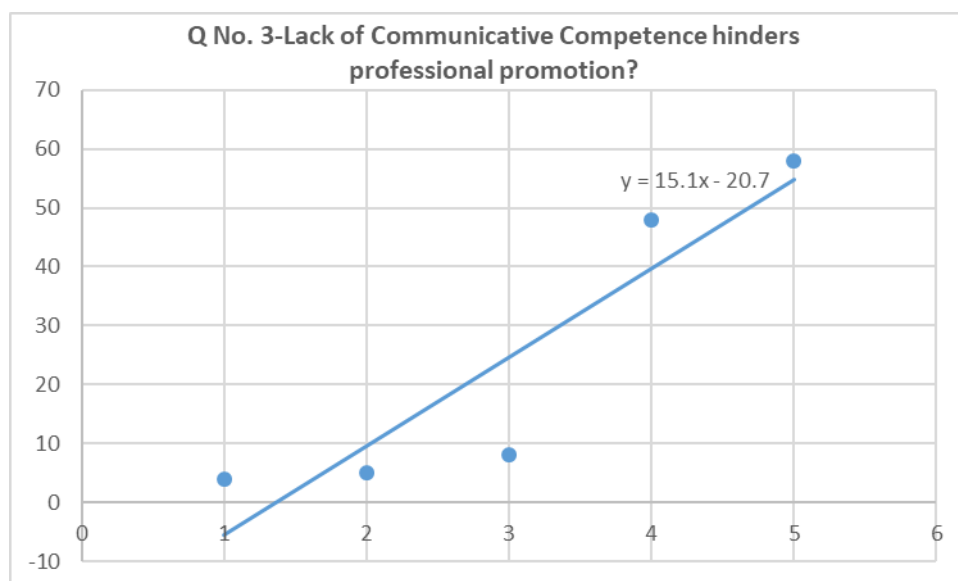
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.820748314
R Square	0.673627795

Competence in English for professional progression			
TELECOM, BANKS & HOTELS			
Sr.	Communicator Competence Scale	COMMUNICATIVE COMPETENCE IN ENGLISH (Independent Variable-X Axis)	PROFESSIONAL PROGRESSION (Dependent Variable-Y Axis)
1	Strongly Agree	5	60
2	Agree	4	52
3	Neutral	3	5
4	Disagree	2	4
5	Strongly Disagree	1	4

Q No. 4-With professional progression, the need for communicative competence increases.

$y = 16x - 23$
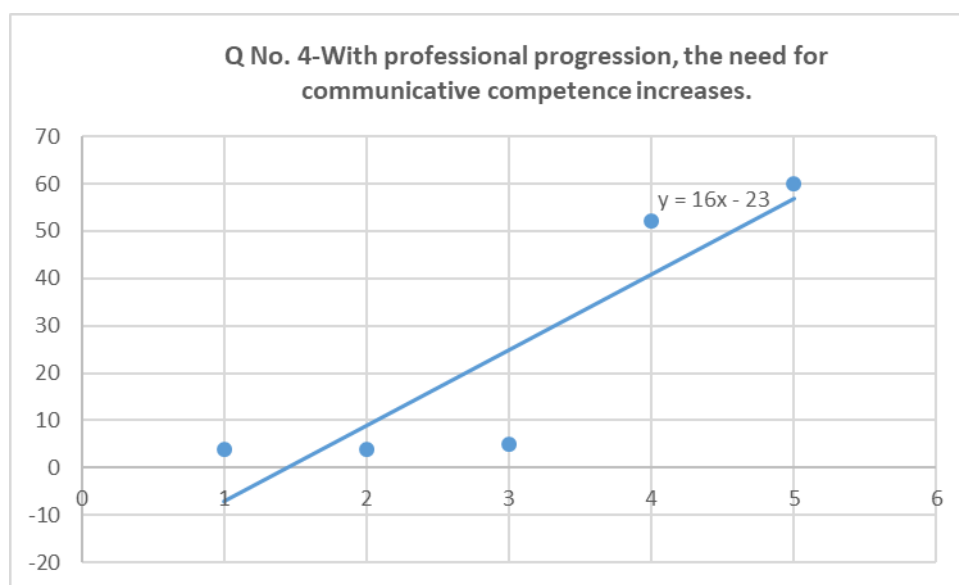
SUMMARY OUTPUT	
Regression Statistics	
Multiple R	0.785276597
R Square	0.616659334

4.16 Regression Data Interpretation (Services Sector)

 Just like in sales sector, the regression data from the services sector also indicates a very strong correlation between English language competence and employees' job performance. All the four questions asked suggest that English Language is very significant for employee's professional appointments and promotions. In this case also an above 0.6 Multiple R, which is strength of linear correlation, and R Square which is the measurement of goodness of fit on the regression line, is observed. The correlation ranges up to 0.92 , indicating that whether appointment or promotion, competence in English is an important element to consider. It is also impotant to note here that there is no negative correlation and hence it suggests the role of English as a linguistic capital in services sector as well.

4.17 Sales Percentages of Job Requirement Traits (factor-wise)

The following data is part of question 6 for the sales sector which decides on a scale, the preference given to the traits and skills when an employee is to be promoted. This question analyzes communicative competence using a hybrid model based on the models of Bourdieu (1986) and Celce-Murcia (2007). The scale ranges from 0-2, 0 standing for not required, 1 for partially required and 2 for required. The score is given to questions and statements which have been generalized to a trait like linguistic, interactional, discourse, socio cultural   and interactional to make cumulative data analysis easier.
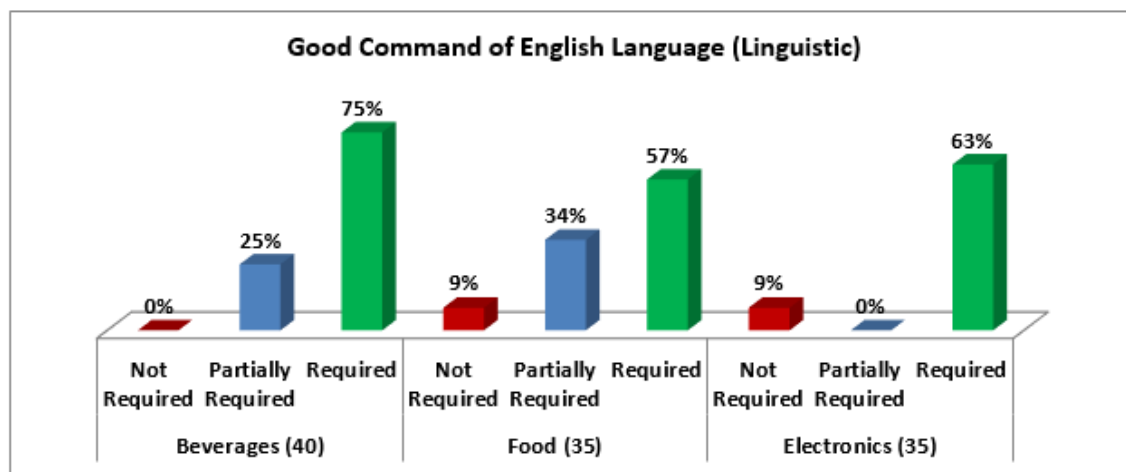
Graph: 4.1 Percentage priority given to 'Good Command of English Language' in job promotions

This graph analyzes to what extent 'good command of the English language' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'linguistic' trait. The results from each of the subgroups Beverages, Food and Electronics are visualized in Graph 4.1.

From the beverages Industry , it can be seen that significant percentage of managers are agreeing with the role played by the skill in promotion. Amongst 40 managers 75% are saying that the skill is a must and the rest of the 25% partially agree on the requirement of the skill whereas none claim that the skill is not required. So it can be concluded that the 'Linguistic' trait is highly desired in employees for the beverages subgroup in terms of potential for promotion.

As far as the food industry is concerned , it can be seen that a moderate percentage of managers are agreeing with the role of the stated skill. Amongst 35 managers 57% are saying that the skill is a must and the rest of the 34% partially agree on the requirement of the skill whereas 9% claim that the skill is not required. So it can thus be concluded that the 'Linguistic' trait is considerably desired in employees for the industry in terms of potential for promotion.

In the electronics industry, a large percentage of managers are agreeing with the role in promotion rates of the stated   skill. Amongst 35 managers 63% are saying that the skill is a must and the rest of the 30% partially agree on the requirement of the skill whereas 9% claim that the skill is not required. Hence the 'Linguistic' trait is desired in more than the average number of employees for the electronics subgroup in terms of potential for promotion.
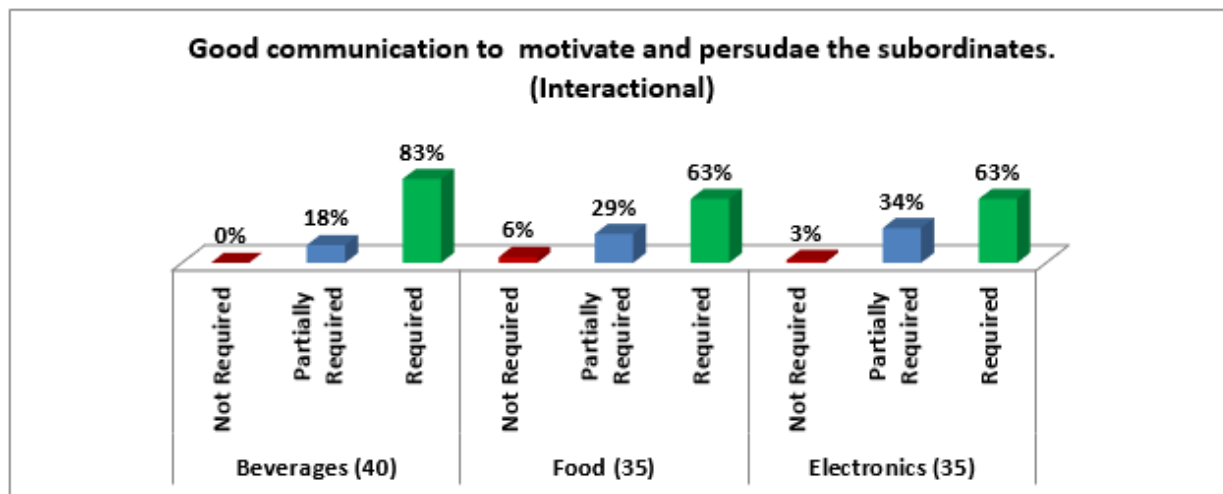
Graph: 4.2 Percentage priority given to 'Good Communication to Motivate and Persuade the Subordinates'

This graph analyzes to what extent 'Good Communication to motivate and persuade the Subordinates' plays a role in employee's promotion rates and the aforementioned skill contributes overall to the 'interactional' trait. It can be seen that a sizeable percentage of managers are agreeing with the role in promotion rates of the skill to interact. Amongst 40 managers 83% are saying that the skill is a must and the rest of the 18% partially agree on the requirement of the skill whereas none claim that the skill is not required. Therefore, it can be concluded that the 'Interactional' trait is highly desired in employees for the beverages subgroup in terms of potential for promotion.

In the food industry , on the other hand , a higher than average percentage of managers are agreeing with the role of interactional skill in promotion. Amongst 35 managers 63% are saying that the skill is a must and the rest of the 29% partially agree on the requirement of the skill whereas 6% claim that the skill is not required. So it can be extracted that the 'Interactional' trait is greatly desired in employees for the food industry in terms of potential for promotion.

The next is the electronic industry ; it can be seen that a moderately high percentage of managers agree to the role of interactional skill for promotion. 35 managers 63% are saying that the skill is a must, 34% partially agree on the requirement of the skill whereas 3% claim that the skill is not required. This only 3 % non requirement clearly indicates the significance of this

trait for promotion. So it can be concluded that the 'Interactional' trait is desired overwhelmingly by the electronics industry for promotion.
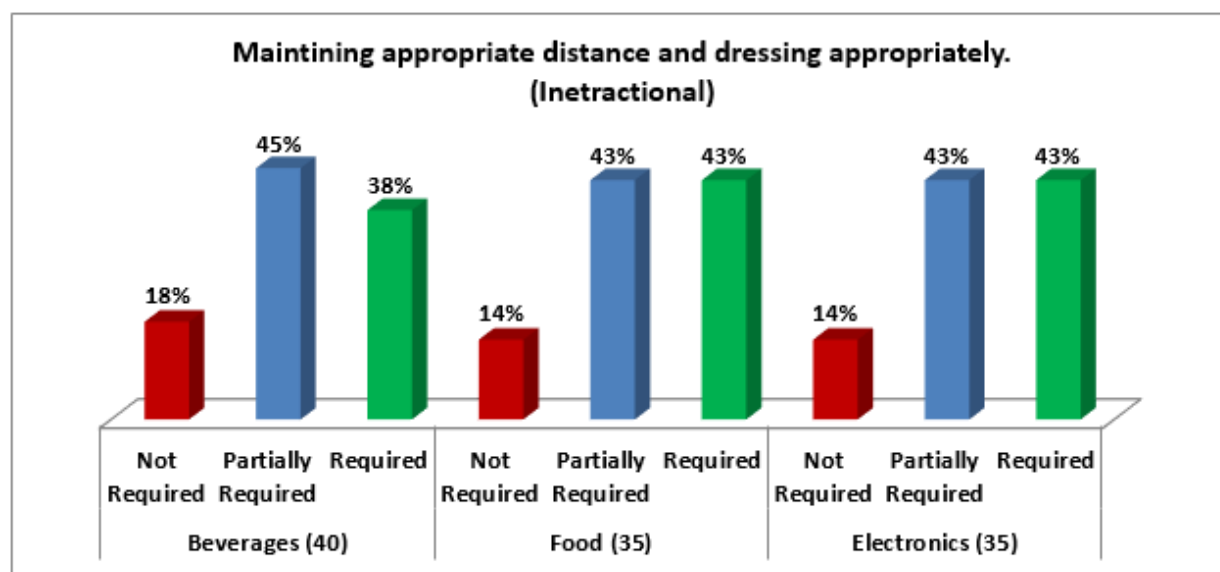
Graph: 4.2 Percentage priority given to 'Maintaining appropriate distance and dressing appropriately' in job promotions

This graph analyzes to what extent 'Maintaining appropriate distance and dressing appropriately' plays a role in employee's. This question is linked with 'interactional' trait. The results from each of the subgroups Beverages, Food and Electronics are visualized in Table 4.53.

In the beverages industry , a below average percentage of managers are agreeing with the role in promotion rates of the skill to maintain appropriate skill and dress appropriately; a larger percentage claim that the effect of the skill is partial. Amongst 40 managers 38% are saying that the skill is a must and 45% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. So it can thus be concluded that the 'Interactional' trait is again moderately desired in employees for the beverages industry for promotion because although significantly low number of people say that the skill is required, a large percentage still claims that it is partially required.

From the food industry , lower than average percentage of managers are agreeing with the role of skill stated above and exactly the same percentage claims that the effect of the skill is partial. Amongst 35 managers 43% are of the opinion that the skill is a must and the rest of the

43% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. 'Interactional' trait is thus only again moderately desired in employees for the food industry in terms of potential for promotion because a large percentage of people agree that the skill is required regardless.

So it can be concluded that the 'Interactional' trait is only again moderately desired in employees for the electronic subgroup in terms of potential for promotion because a large percentage of people agree that the skill is required regardless. A lower than average percentage of managers are agreeing with the role in promotion rates of the skill to dress appropriately and maintaining appropriate distance, and exactly the same percentage claim that the effect of the skill is partial. Amongst 35 managers 43% are saying that the skill is a must and the rest of the 43% partially agree on the requirement of the skill whereas 14% claim that the skill is not required.
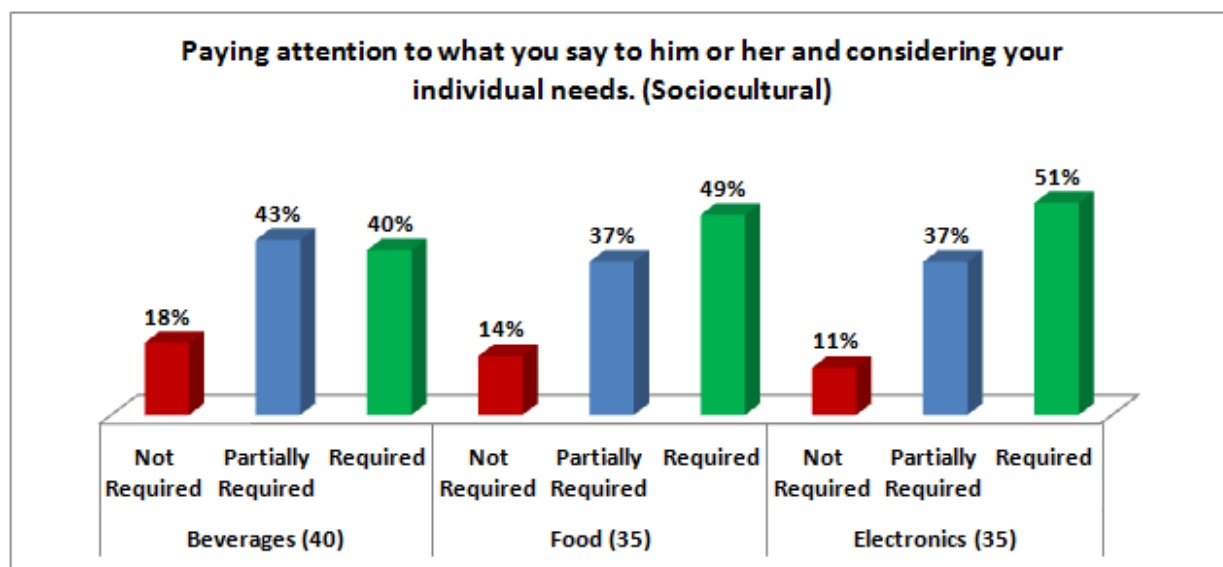
Graph: 4.3 Percentage priority given to 'Paying attention and considering individual needs'

'Paying attention to employees considering individual needs' plays a role in employee's promotion rates and the skill contributes overall to the 'Socio cultural' trait. The results from each of the subgroups Beverages, Food and Electronics are visualized in graph 4.54.

It can be seen in the beverage industry that a below average percentage of managers are agreeing with the role in promotion rates of the skill mentioned above and a larger percentage

claim that the effect of the skill is partial. Amongst 40 managers 40% are saying that the skill is a must, 43% partially agree on the requirement of the skill whereas 18% claim that the skill is not required. So it can be concluded that the 'Socio cultural' trait is moderately desired in employees for the beverages subgroup in terms of potential for promotion because a large number of managers still claim the skill is partially required. On the other hand, only 18% of the employees state that it is not required . This clearly indicates that this element of CC of the hybrid model is very important for professional progress.

The results from the food industry suggest that an average percentage of managers are agreeing with the role of the stated skill for promotion with lower than average people partially agreeing with it. Amongst 35 managers 49% are of the view that the skill is a must, 37% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. Here it is worth mentioning that the agreement both partial and complete is 86%. This clearly suggests that 'Socio cultural' trait is an important element of CC required by employees for the food industry in terms of potential for promotion.

For the same interactional trait, from the electronic industry, it can be seen that a very high percentage of managers are agreeing and partially agreeing that the skill is required for promotion. Amongst 35 managers 51% are saying that the skill is a must, 37% partially agree on the requirement of the skill whereas 11% claim that the skill is not required. The percentages equate to 18 managers who conclude said skill is required, 13 managers who claim said skill is only partially required and 4 who says that the skill plays no part in promotion. So, it can be concluded that the 'Socio cultural' trait of paying attention to employees' individual needs is desired in more than the average number of employees for the electronics industry in terms of potential for promotion.
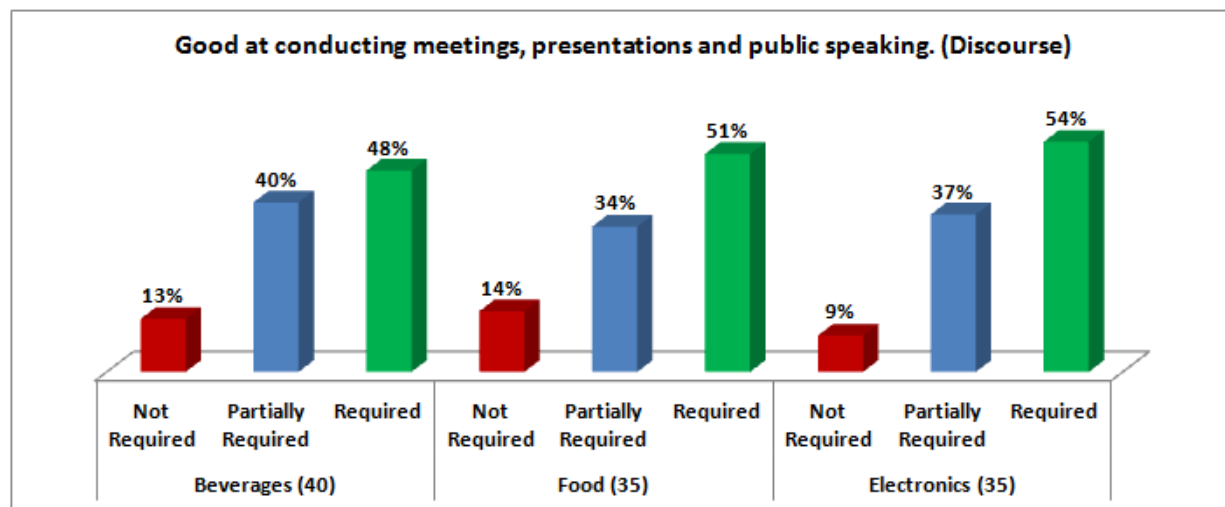
Graph: 4.3 Percentage priority given to the skill to be 'Good at conducting meetings, presentations and public speaking'

Discourse competence is another important element of the hybrid model. This graph analyzes to what extent the skill to be 'Good at conducting meetings, presentations and public speaking' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'Discourse' trait.

From the beverages industry, it can be seen that a near average percentage of managers are agreeing with the role of the skill to conduct meeting, presentation and public speaking, and a slightly lower percentage claim that the effect of the skill is partial. Amongst 40 managers 48% are saying that the skill is a must and the 40% partially agree on the requirement of the skill whereas 13% claim that the skill is not required. The percentages equate to 19 managers who conclude said skill is required, 16 managers who claim said skill is only partially required and 5 who say that the skill plays no part in promotion. So it can be concluded that the requirement for this 'Discourse' trait is very high in employees for the beverages subgroup in terms of potential for promotion because a large number of managers still claim the skill is partially required.

In the food sector, on the other hand, the requirement in comparison is almost similar. Amongst 35 managers 51% states that the skill is a must, 34% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. The percentages equate to 18 managers who conclude said skill is required, 12 managers who claim said skill is only partially required and 5 who say that the skill plays no part in promotion. So it can be concluded that this

'Discourse' trait is desired both partially and completely in employees for the food industry for promotion.

In electronics industry on the other hand, there is an overwhelming agreement both partial and complete for this discourse trait. For the total of 91%, 35 managers 51% are saying that the skill is a must, 40% partially agree on the requirement of the skill whereas 9% claim that the skill is not required. The percentages equate to 18 managers who conclude that the said skill is required, 14 managers who claim the said skill is only partially required and 3 who says that the skill plays no part in promotion. So, it can be suggested that the 'Discourse' trait of conducting official meetings and presentations is desired tremendously by the employees for the electronics subgroup in terms of potential for promotion.
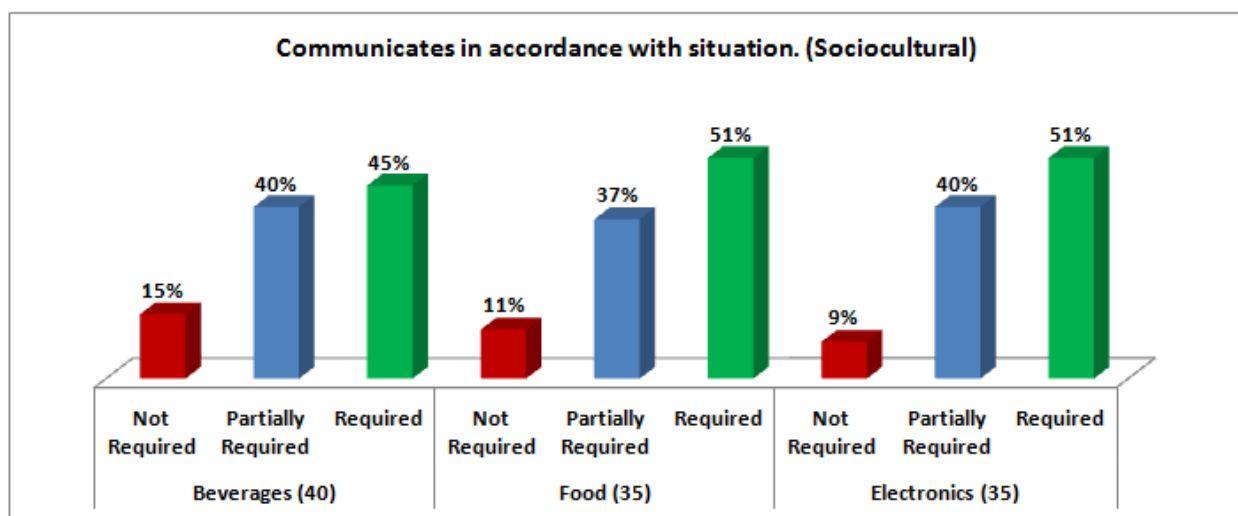
Graph: 4.4 Percentage priority given to 'communication in accordance with the situation'

Communicating according to situation is aligned with sociocultural trait of the hybrid model. This graph analyzes to what extent the skill to 'communicate in accordance with the situation' plays a role in employee promotion rates. The results from each of the subgroups Beverages, Food and Electronics are visualized in graph 4.4.

It can be extracted from the results of the beverages industry over all 83% respondents show agreement and partial agreement for the requirement of communication in accordance with situation in promotion. Amongst 40 managers 40% are saying that the skill is a must and the 43% partially agree on the requirement of the skill whereas 18% claim that the skill is not

required. The percentages equate to 16 managers who conclude said skill is required, 17 managers who claim said skill is only partially required and 7 who say that the skill plays no part in promotion. So, it can be concluded that, coupled with those who say the skill is moderately required and required, the requirement for the 'socio-cultural' trait is very high for the beverages.

It can be seen from the food industry that over all agreement both partial and complete agreement is very high that is 86 % of the stated skill. Amongst 35 managers 49% are saying that the skill is a must, 37% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. The percentages equate to 17 managers who conclude said skill is required, 13 managers who claim said skill is only partially required and 5 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is very high in employees for the food Industry .

From the electronic subgroup, on the other hand , the overall agreement is higher than the food industry . Of the overall 35 managers, 51% are of the opinion that the skill is a must, 37% partially agree on the requirement of the skill whereas 11% claim that the skill is not required. Hence the conclusion can be drawn that this 'socio cultural' trait of the hybrid model is desired by the   employees for the electronics subgroup for promotion.
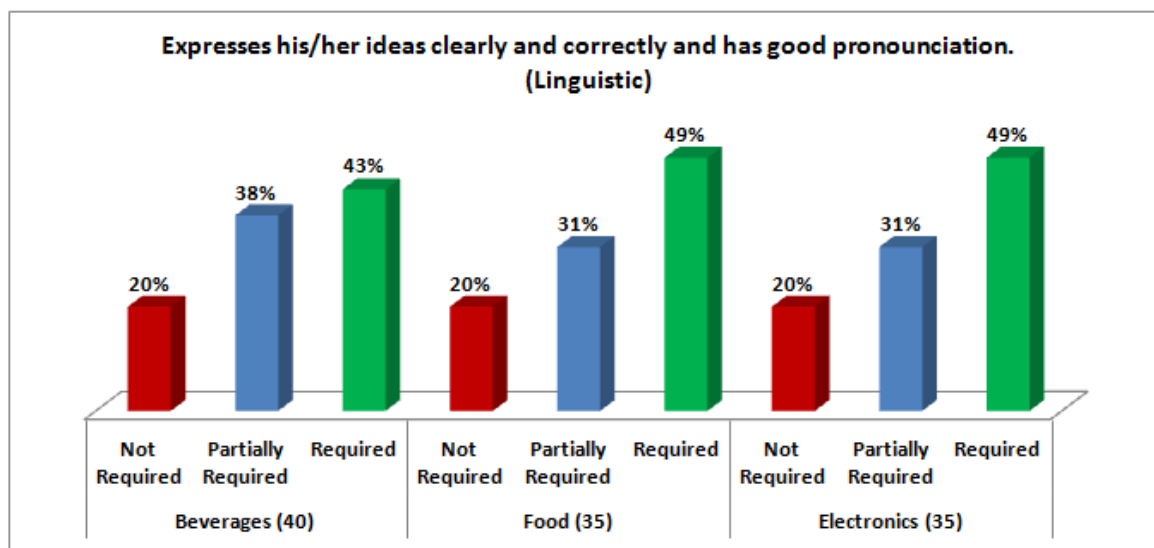
Graph: 4.5   Percentage priority given to the skill to 'Express ideas clearly and correctly and good pronunciation'

This graph analyzes another important aspect of the hybrid model. It shows responses the question of expressing ideas clearly and correctly and good pronunciation plays a role in employee promotion. From the beverages subgroup, it can be seen that for overall agreement both partial and complete is considerably high. Amongst 40 managers 43% are saying that the skill is a must and the 38% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. With higher agreement, including those who say the skill is moderately required and required it can be safely said that the requirement for this   'linguistic' trait is very high for the beverages subgroup.

From the food sector, it can be seen that an average percentage of managers are agreeing with the role of the skill in promotion with lower percentage of people partially agreeing with it and the percentage claiming that it's not required is slightly lower than a quarter. Amongst 35 managers 49% are saying that the skill is a must, 31% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. The percentages equate to 17 managers who conclude said skill is required, 11 managers who claim said skill is only partially required and 7 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'linguistic' trait is about moderate in employees for the food subgroup in terms of potential for promotion.

In the electronic industry, it can be seen that a very high percentage of managers are agreeing with the role of the above skill in promotion with significantly lower percentage of people partially agreeing with it and the percentage claiming that it's not required is slightly lower than a quarter. Amongst 35 managers 49% are saying that the skill is a must, 31% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. So inclusive of all those who say the skill is required and partially required, and considering the meager percentage of those who say it is not required , the desire for the 'linguistic' trait is again very high in employees for the electronic subgroup in terms of potential for promotion.
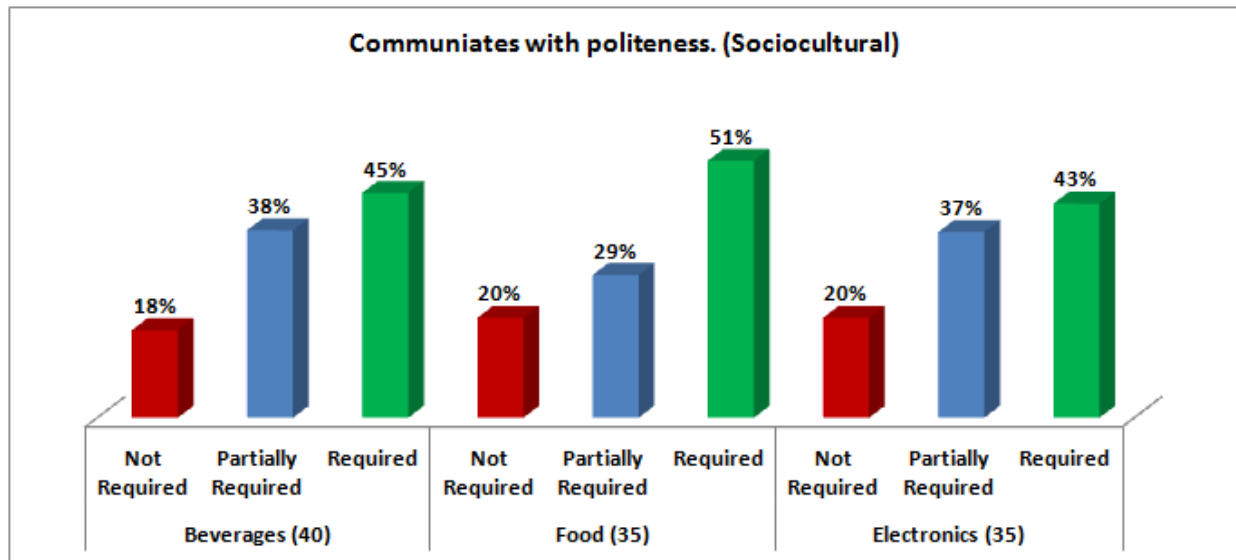
Graph; 4.6 Percentage priority given to the skill to 'Communicate with politeness' in job promotions

This graph analyzes to what extent the skill to 'Communicate with politeness plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'socio cultural' trait highlighted in the hybrid model.

From the beverages industry, it can be seen that an overall high percentage of managers are agreeing and partially agreeing with the role in promotion rates of the aforementioned. Amongst 40 managers 45% are saying that the skill is a must and the 38% partially agree on the requirement of the skill whereas 18% claim that the skill is not required. With higher agreement, coupled with those who say the skill is moderately required and required it can be safely said that the requirement for the 'socio-cultural' trait again a requirement in employees for the beverages subgroup.

In food sector, it can be seen that amongst 35 managers 51% are saying that the skill is a must, 29% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. So this clearly suggests that all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is very high in employees for the food subgroup in terms of potential for promotion. This conclusion is drawn by considering those who state this important sociocultural trait not required.

For the electronics sector , 35 managers 43% are saying that the skill is a must, 37% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. The percentages equate to 15 managers who conclude said skill is required, 13 managers who claim said skill is only partially required and 7 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is very in employees for the electronic subgroup.

Graph: 4.7 Percentage priority given 'routine day to day interaction' in job promotions

This graph analyzes to what extent the skill of being 'Easy to talk to and good at routine day to day interaction' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'socio cultural' trait.

From the beverages industry, it can be seen that a significantly high average percentage of managers are agreeing with the role in promotion rates of the aforementioned . This includes partially agreed people and agreed people both. Amongst 40 managers 35% are saying that the skill is a must and the 40% partially agree on the requirement of the skill whereas 25% claim that the skill is not required.

Due to the lower disagreement, coupled with a greater number of people who say the skill is moderately required and required, it can be safely said that the requirement for the 'socio cultural' trait is very high among the employees for the beverages subgroup.

It can be seen in the food sector that again a considerably high percentage of managers are agreeing with the role in promotion rates of the skill mentioned above . Amongst 35 managers 43% are saying that the skill is a must, 43% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. The percentages equate to 15 managers who conclude said skill is required, 15 managers who claim said skill is only partially required and 5 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is very high in employees for the food subgroup in terms of potential for promotion.

From the electronic industry again, it can be seen that 86% percentage of managers are agreeing with the role in promotion rates of the aforementioned skill including those who are partially agreeing with it. Amongst 35 managers 43% are saying that the skill is a must, 43% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. So inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is very high in employees for the electronic subgroup in terms of potential for promotion.
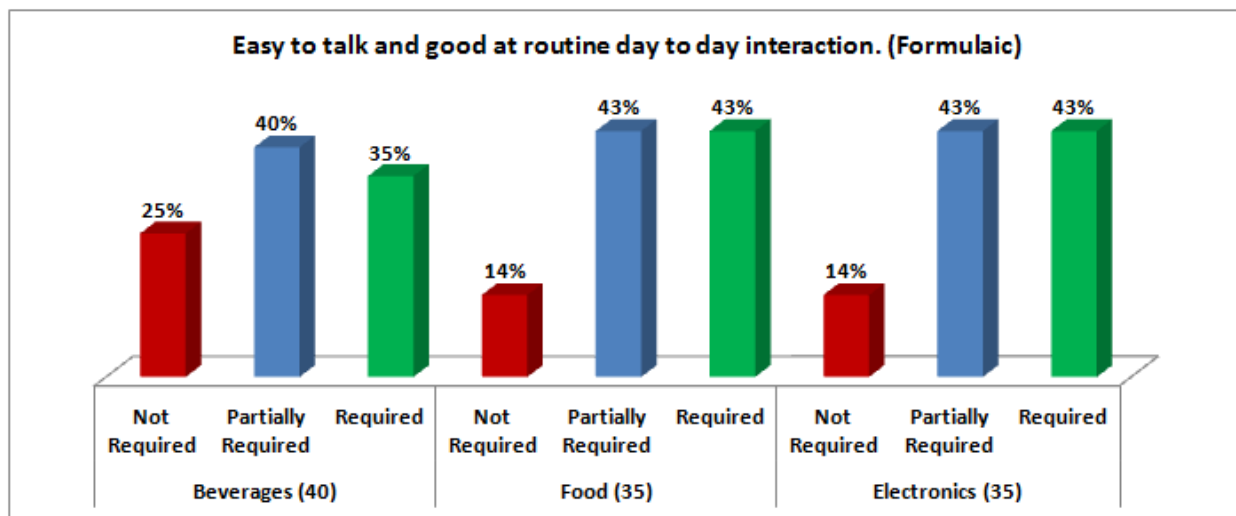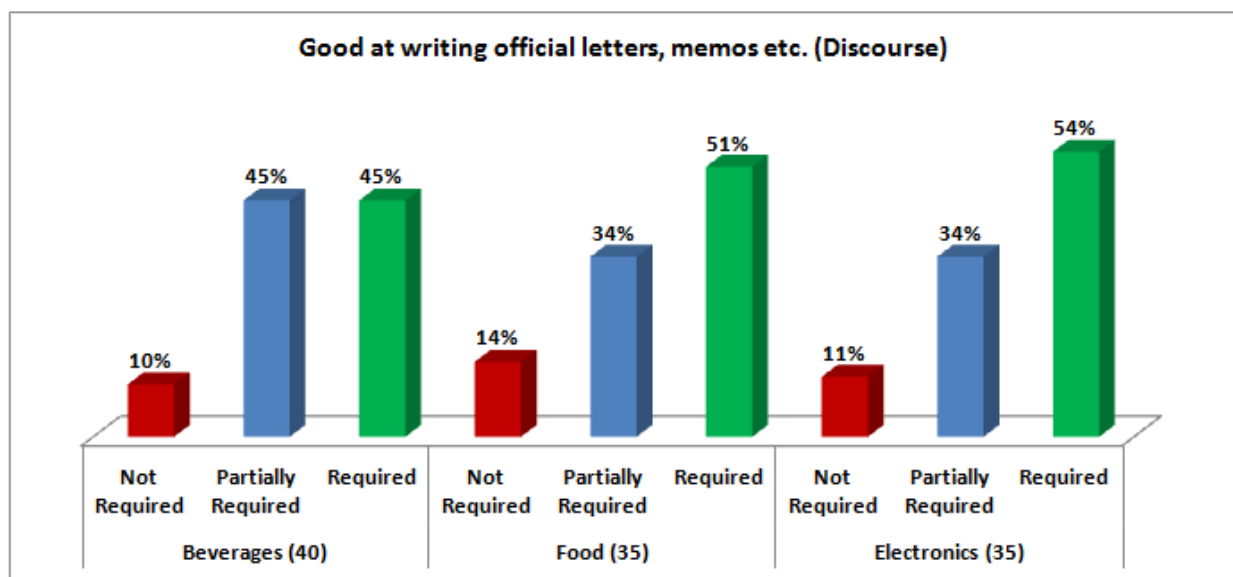

Graph: 4.8 Percentage priority given to the skill to be 'Good at writing official letters, memos etc'

This graph analyzes to what extent the skill to be 'Good at writing official letters, memos etc' plays a role in employees' promotion rates. The skill contributes overall to the 'Discourse'

trait. The results from each of the subgroups Beverages, Food and Electronics are visualized in Graph 4.8.

From the beverages sector, it can be seen that 85 percent of managers altogether are agreeing with the role in promotion rates of the skill mentioned above; this includes the people who agree and partially agree. On the other hand, amongst 40 managers 45% are saying that the skill is a must and the 45% partially agree on the requirement of the skill whereas 10% claim that the skill is not required. The percentages equate to 18 managers who conclude said skill is required, 18 managers who claim said skill is only partially required and 4 who say that the skill plays no part in promotion. Since there are a great amount of people claiming that the skill is required and partially required, requirement for the 'Discourse' trait is quite high in employees for the beverages subgroup.

Similarly, in the food industry, it can be seen that again a very high percentage of managers are agreeing with the role played by the skill, with a significantly lower percentage not agreeing with it. Amongst 35 managers 51% are saying that the skill is a must, 34% partially agree on the requirement of the skill whereas 14% claim that the skill is not required. So inclusive of all those who say the skill is required and partially required, the desire for the 'Discourse' trait is very high in employees for the food subgroup to be considered for promotion.

It can be seen in the electronic industry as well that a very high percentage of managers agree with the role in promotions of the stated skill with including both who agree and partially agree. Amongst 35 managers 54% are saying that the skill is a must, 34% partially agree on the requirement of the skill whereas 11% claim that the skill is not required. The percentages equate to 19 managers who conclude said skill is required, 12 managers who claim said skill is only partially required and 4 who say that the skill plays no part in promotion. Therefore, including all those who say the skill is required and partially required, the desire for the 'Discourse' trait is quite significant in employees for the electronic subgroup in terms of potential for promotion.

4.18 Service Sector Percentages of Job Requirement Traits (factor-wise)

The following data is part of question 6 for the service sector which decides on a scale, the preference given to certain traits and skills when an employee is to be promoted. This question analyzes communicative competence using a hybrid model based on the models of Bourdieu

(1986) and Celce-Murcia (2007). The scale ranges from 0-2, 0 standing for not required, 1 for partially required and 2 for required. The score is given to questions and statements which have been generalized to a trait like linguistic, interactional to make cumulative data analysis easier.

Good Command of English Language (Linguistic)
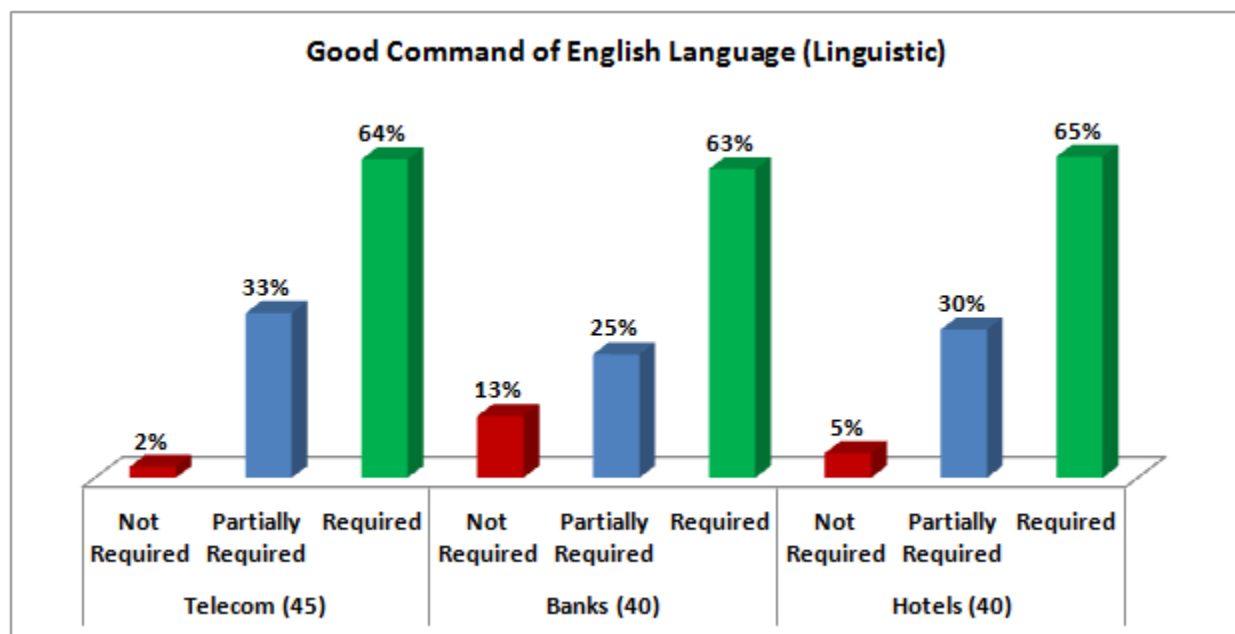
Graph 4:9   Percentage priority given to the skill to be 'Good command of English language' in job promotions

This graph analyzes to what extent the skill to be 'Good command of English language' plays a role in promotion and the skill contributes overall to the 'Linguistic' trait. The results from each of the Telecom, Banks and Hotels are visualized in Table 4.9

From the telecom sector, it can be seen that a significantly high percentage of managers are agreeing with the role in promotion by the mentioned skill. Amongst 45 managers 64% are saying that the skill is a must and the 33% partially agree on the requirement of the skill whereas 2% claim that the skill is not required. Since there are a great amount of people claiming that the skill is required and partially required requirement for the 'Linguistic' trait is significantly high in employees for the telecom subgroup.

Again from the banking sector, it can be seen that an overwhelming percentage of managers are agreeing with the role played by the skill in promotion with exactly 1/4th percentage partially agreeing with it. Amongst 40 managers 63% are saying that the skill is a must, 25% partially agree on the requirement of the skill whereas 14% claim that the skill is not

required. So inclusive of all those who say the skill is required and partially required, the desire for the 'Linguistic' trait is very high in employees for the banks subgroup in terms of potential for promotion. This again is very high if we compare the same skill in sales sector.

In the hotel industry, again a very high average percentage of managers agree with the role played in promotion of the mentioned skill. Amongst 40 managers 65% are saying that the skill is a must, 30% partially agree on the requirement of the skill whereas 5% claim that the skill is not required. The percentages equate to 26 managers who conclude said skill is required, 12 managers who claim said skill is only partially required and 2 who say that the skill plays no part in promotion. Hence inclusive of all those who say the skill is required and partially required, the desire for the 'Linguistic' trait is quite significant in employees for the hotels subgroup in terms of potential for promotion. This include overall 95% agreement which is very high as compared to the sales sector.
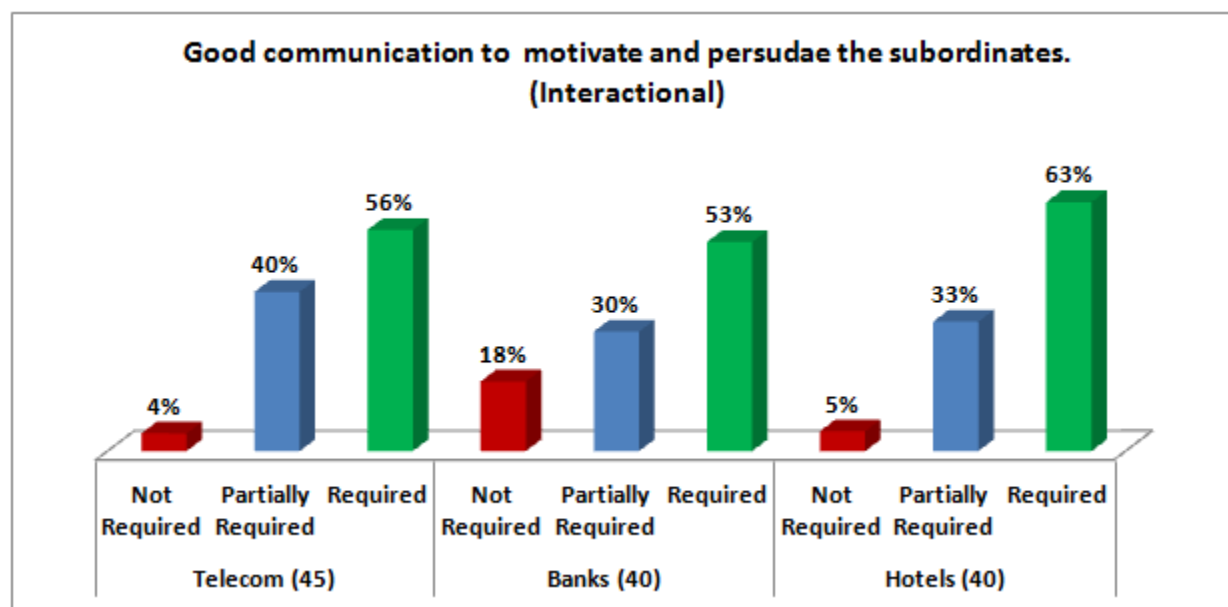
Graph: 4.10 Percentage priority given to the skill 'Good communication to motivate and persuade subordinates'

This graph analyzes to what extent the skill of 'good communication to motivate and persuade subordinates' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'Interactional' trait. The results from each of the subgroups Telecom, Banks and Hotels are visualized in graph 4.10.

From the telecom sector, it can be seen that again as has been the trend in services sector, a significantly high percentage of managers are agreeing with the role in promotion rates of the aforementioned skill. From amongst 45 managers 56% are saying that the skill is a must and the 40% partially agree on the requirement of the skill whereas 4% claim that the skill is not required. Since there are a great amount of people claiming that the skill is required and partially required requirement for the 'Interactional' trait is quite high in employees for the telecom subgroup.

In the banks subgroup, it can be seen that about average percentage of managers are agreeing with the role in promotion rates of the aforementioned skill with higher than 1/4th percentage partially agreeing with it. Overall, 40 managers 53% are saying that the skill is a must, 30% partially agree on the requirement of the skill whereas 18% claim that the skill is not required. The percentages equate to 21 managers who conclude said skill is required, 12 managers who claim said skill is only partially required and 7 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'Interactional' trait is quite high in employees for the banking sector in terms of potential for promotion.

The hotel industry also follows the same trend; it can be seen that a very high percentages of managers are agreeing with the role in promotion rates of the aforementioned skill with a lower than average percentage partially agreeing with it. Amongst 40 managers 63% are saying that the skill is a must, 33% partially agree on the requirement of the skill whereas 5% claim that the skill is not required. Again the services sector takes the lead and inclusive of all those who say the skill is required and partially required, the desire for the 'Interactional' trait is quite significant in employees for the hotels subgroup in terms of potential for promotion.

**Maintining appropriate distance and dressing appropriately.
(Inetractional)**
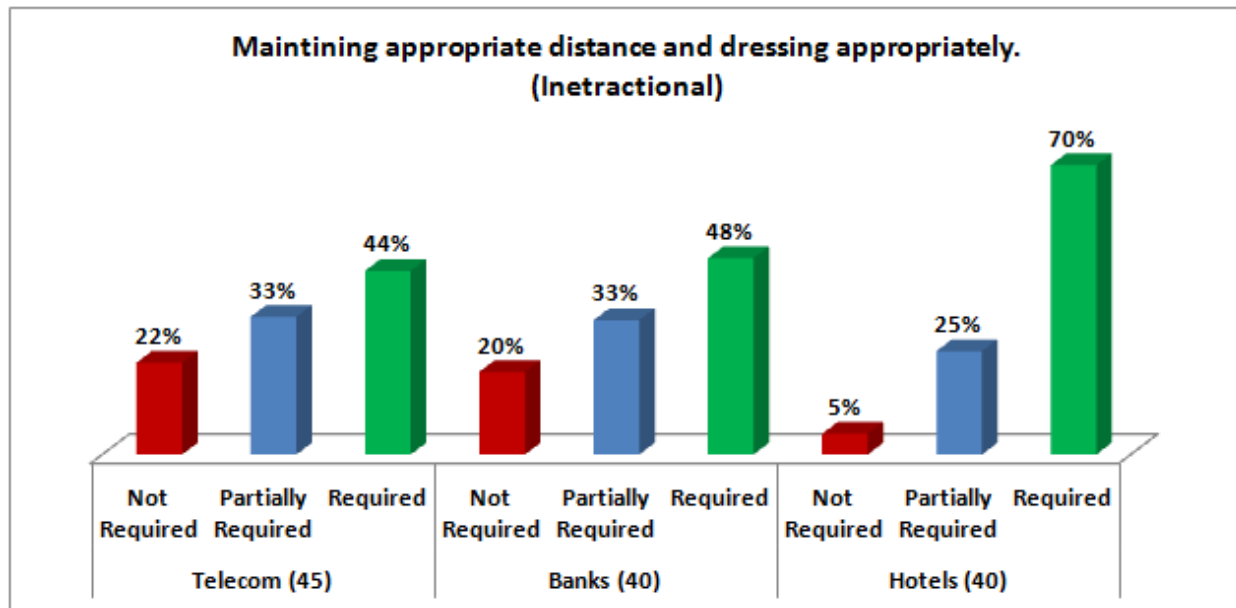
Graph: 4.11   Percentage priority given to 'Maintaining appropriate distance and dressing properly'

This graph   analyzes to what extent the skill to the skill 'Maintaining appropriate distance and dressing properly' plays a role in employee promotion and the   skill contributes overall to the 'Interactional' trait. The results from each of the subgroups Telecom, Banks and Hotels are visualized in Graph 4.11

From the telecom sector, it can be seen that slightly below average percentage of managers are agreeing with the role of the above skill in promotion, a lower than average percentage claim that the effect of the skill is partial with near $1/4^{th}$ percentage claiming that the skill is not required. Amongst 45 managers 44% are saying that the skill is a must and the 33% partially agree on the requirement of the skill whereas 22% claim that the skill is not required. Thus considering the amount of those who say the skill is required and partially required it can be concluded that requirement for the 'Interactional' trait is very high in employees for the telecom subgroup.

In the banking industry from the services sector, again it is observed that about a very high average percentage of managers are agreeing with the role of the skill in promotion, with below average partially agreeing with it and near $1/4^{th}$ percentage claiming that the skill is not required. Amongst 40 managers 48% are saying that the skill is a must, 33% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. The percentages

equate to 20 managers who conclude said skill is required, 13 managers who claim said skill is only partially required and 8 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'Interactional' trait is about very high in employees for the banks subgroup in terms of potential for promotion despite disagreement. It is worth mentioning here that the agreement rate for the same question in sales sector I lower than the services sector.

From Hotel industry, nearly 3/4th percentage of managers are agreeing with the role of the stated skill for promotion, with exactly 1/4th percentage partially agreeing with it. Amongst 40 managers 70% are saying that the skill is a must, 25% partially agree on the requirement of the skill whereas 5% claim that the skill is not required. The percentages equate to 28 managers who conclude said skill is required, 10 managers who claim said skill is only partially required and 2 who say that the skill plays no part in promotion. Hence inclusive of all those who say the skill is required and partially required, the desire for the 'Interactional' trait is enormous in employees for the hotels subgroup in terms of potential for promotion.
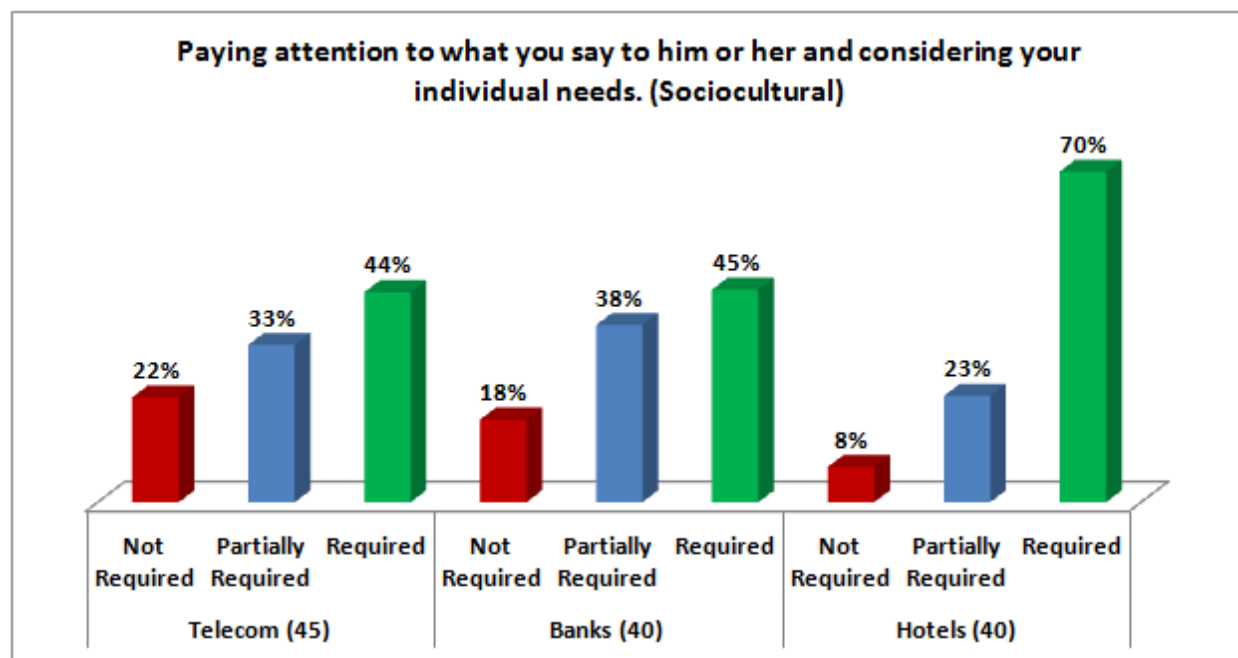
Graph: 4.12 Percentage priority given to 'Paying attention to what one says and considering   individual needs'

This table analyzes to what extent 'Paying attention to what one says and considering their individual needs' plays a role in employee's promotion rates; this skill is the part of 'socio cultural' trait. The results from each of the subgroups Telecom, Banks and Hotels are visualized in Graph 4.12.

Telecom sector represents almost the same results. Amongst 45 managers 44% are saying that the skill is a must and the 33% partially agree on the requirement of the skill whereas 22% claim that the skill is not required. The percentages equate to 20 managers who conclude said skill is required, 15 managers who claim said skill is only partially required and 10 who says that the skill plays no part in promotion. There is a small percentage of people who claim that the skill is not required, but considering the number of those who say the skill is required and partially required it can be concluded that requirement for the 'socio cultural' trait is required in employees for the telecom subgroup.

As for the banking sector, over all 40 managers 45% are saying that the skill is a must, 38% partially agree on the requirement of the skill whereas 18% claim that the skill is not required. The percentages equate to 18 managers who conclude said skill is required, 15 managers who claim said skill is only partially required and 7 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is about moderate in employees for the banks subgroup in terms of potential for promotion despite disagreement. Again it is worth mentioning here that the requirement in the services sector is higher than the sales sector.

From the hotel industry, it can be seen that nearly 3/4 of managers are agreeing with the role played by the stated skill for promotion, with exactly 1/4 partially agreeing with it. Amongst 40 managers, 70% are saying that the skill is a must, almost 25% partially agree on the requirement of the skill whereas 5% claim that the skill is not required. The percentages equate to 28 managers who conclude the said skill is required, 9 managers who claim that said skill is only partially required and 3 who say that the skill plays no part in promotion. Hence, inclusive of all those who say the skill is required and partially required, the desire for the 'Interactional' trait is enormous in employees for the hotels subgroup in terms of the potential for promotion.
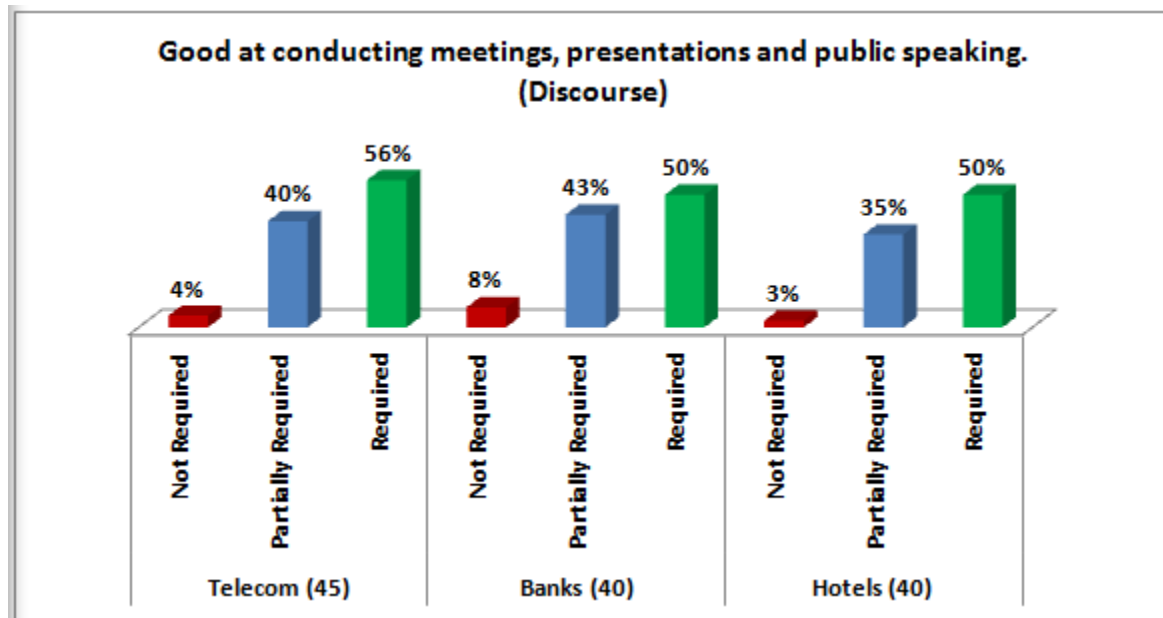
Graph 4.13   Percentage priority given to the skill to be 'Good at conducting meetings, presentations and public speaking' in job promotions

This graph analyzes to what extent the skill to be 'Good at conducting meetings, presentations and public speaking' plays a role in employee's promotion and the skill contributes overall to the 'Discourse' trait. The results from each of the subgroups Telecom, Banks and Hotels are visualized in the graph.

From the telecom sector, a slightly above average percentage of managers are agreeing with the role in promotion of the stated   skill, an almost average percentage claim that the effect of the skill is partial. Amongst 45 managers 56% are saying that the skill is a must and the 40% partially agree on the requirement of the skill whereas 4% claim that the skill is not required. The percentages equate to 25 managers who conclude said skill is required, 18 managers who claim said skill is only partially required and 2 who says that the skill plays no part in promotion. considering the amount of those who say the skill is required and partially required it can be concluded that requirement for the 'Discourse' trait is quite higher than average in employees for the telecom subgroup.

In the banking sector, on the other hand, it can be seen that exactly 1/2 of managers are agreeing with the role played by the skill in promotion, with slightly below average partially

agreeing with it. Amongst 40 managers 50% are saying that the skill is a must, 43% partially agree on the requirement of the skill whereas 8% claim that the skill is not required. The percentages equate to 20 managers who conclude said skill is required, 17 managers who claim said skill is only partially required and 3 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'Discourse' trait is again very high in employees for the banks subgroup in terms of potential for promotion despite disagreement.

From the hotel industry, exactly 1/2 of managers are agreeing with the role in promotion of the skill with below average partially agreeing with it. Amongst 40 managers 50% are saying that the skill is a must, almost 35. Hence inclusive of all those who say the skill is required and partially required, the desire for the 'Discourse' trait is significant in employees for the hotels subgroup in terms of potential for promotion.
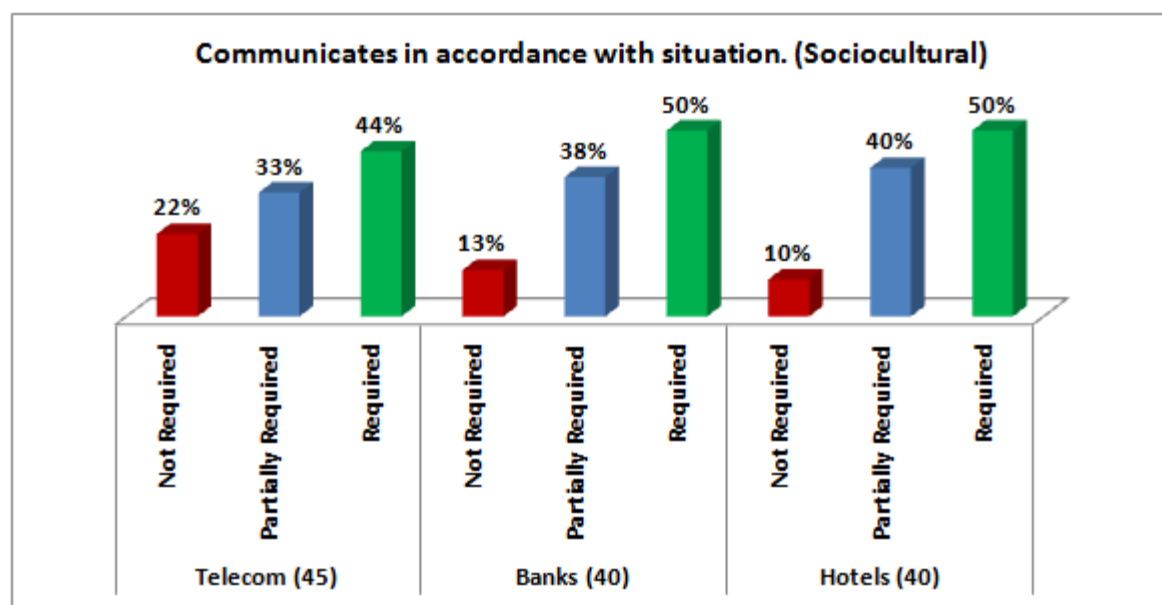
Graph: 4.14   Percentage priority given to the skill 'Communication in accordance with situation'

This graph analyzes to what extent the skill 'Communication in accordance with situation' plays a role in employees' promotion. The results from each of the subgroups Telecom, Banks and Hotels are visualized in Graph 4.14

In telecom sector, it can be seen that slightly below average percentage of managers are agreeing with the role of the above skill, below almost average percentage claim that the effect of the skill is partial while nearly a quarter percentage says that the skill is not required. Amongst 45 managers, 44% are saying that the skill is a must and the 33% partially agree on the requirement of the skill whereas 22% claim that the skill is not required.

Keeping the amount of those who say the skill is required and partially required it can be concluded that requirement for the 'socio cultural' trait is very high in employees for the telecom subgroup. The requirement is lower than the rest of services sector   since there are many managers against the skills requirement.

From the Bank   industry, exactly 1/2 of managers agree that the skill plays its role in promotion with below average partially agreeing with it. Amongst 40 managers 50% are saying that the skill is a must, 38% partially agree on the requirement of the skill whereas 13% claim that the skill is not required. The percentages equate to 20 managers who conclude said skill is required, 15 managers who claim said skill is only partially required and 5 who say that the skill plays no part in promotion. So inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is high in employees for the banks subgroup in terms of potential for promotion despite disagreement.

As far as the hotels subgroup is concerned, it can be seen that exactly 1/2 of managers are agreeing with the role played by the skill in promotion, with below average partially agreeing with it. Amongst 40 managers 50% are saying that the skill is a must, 40% partially agree on the requirement of the skill whereas 10% claim that the skill is not required. The percentages equate to 20 managers who conclude said skill is required, 16 managers who claim said skill is only partially required and 4 who says that the skill plays no part in promotion. Therefore, it can easily be said that there is a very high desire for the 'socio cultural' trait in employees for the hotels subgroup in terms of potential for promotion.

Graph: 4.15 Percentage priority given to the skill to 'Express ideas clearly and correctly and good pronunciation'

This graph analyzes to what extent the skill 'to 'Express ideas clearly and correctly and good pronunciation' plays a role in employee's promotion rates and the skill contributes overall to the 'Linguistic' trait. The results from each of the subgroups Telecom, Banks and Hotels are visualized in Table 4.15

From the telecom sector, it can be seen that slightly below average percentage of managers are agreeing with the role in promotion rates of the aforementioned skill, below average percentage claim that the effect of the skill is partial while nearly a quarter percentage says that the skill isn't required. Amongst 45 managers 44% are saying that the skill is a must and the 33% partially agree on the requirement of the skill whereas 22% claim that the skill is not required. The percentages equate to 20 managers who conclude said skill is required, 15 managers who claim said skill is only partially required and 10 who says that the skill plays no part in promotion. Considering the amount of those who say the skill is required and partially required it can be concluded that requirement for the 'Linguistic' trait is again very high in employees for the telecom subgroup.

In banking sector, below average percentage of managers are agreeing with the role played by the skill in promotion, with an even lower percentage partially agreeing with it while exactly 1/4th saying that the skill isn't required. Amongst 40 managers 40% are saying that the

skill is a must, 35% partially agree on the requirement of the skill whereas 25% claim that the skill is not required. Over all agreement rate is 75% so inclusive of all those who say the skill is required and partially required, the desire for the 'Linguistic' trait considerably high in employees for the banks subgroup in terms of potential for promotion.

In the hotels industry, it can be seen that nearly 1/2 of managers agree with the role of the skill in promotion, with below average partially agreeing with it and nearly 1/4th say that it's not required. Amongst 40 managers 45% are saying that the skill is a must, 35% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. The percentages equate to 18 managers who conclude said skill is required, 14 managers who claim said skill is only partially required and 5 who says that the skill plays no part in promotion. Hence inclusive of all those who say the skill is required and partially required, the desire for the 'Linguistic' trait is very high in employees for the hotels subgroup in terms of potential for promotion.

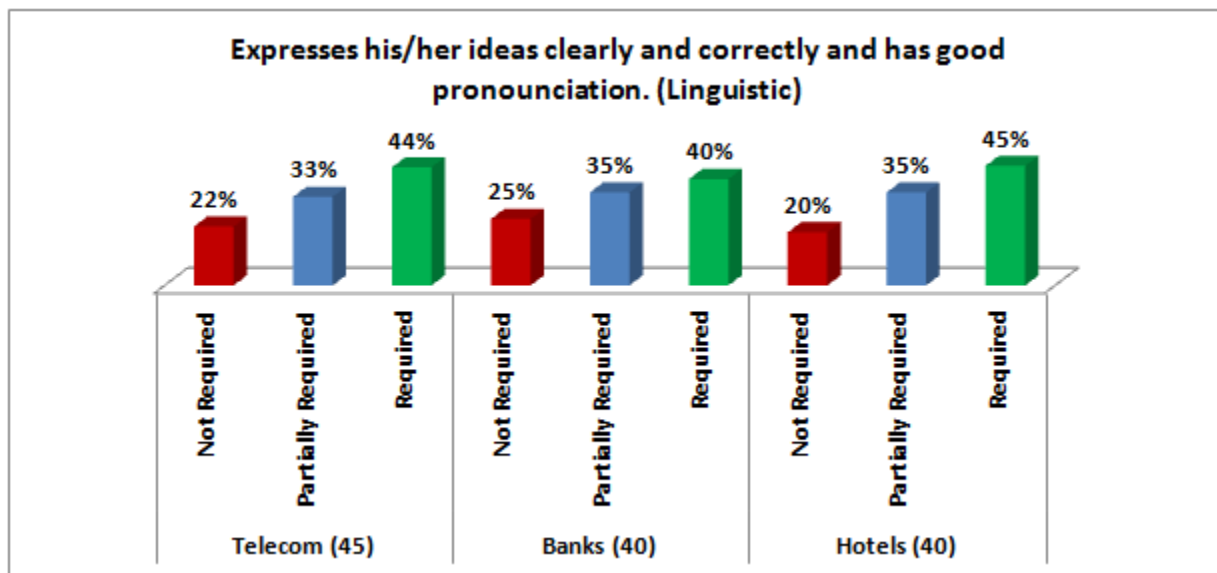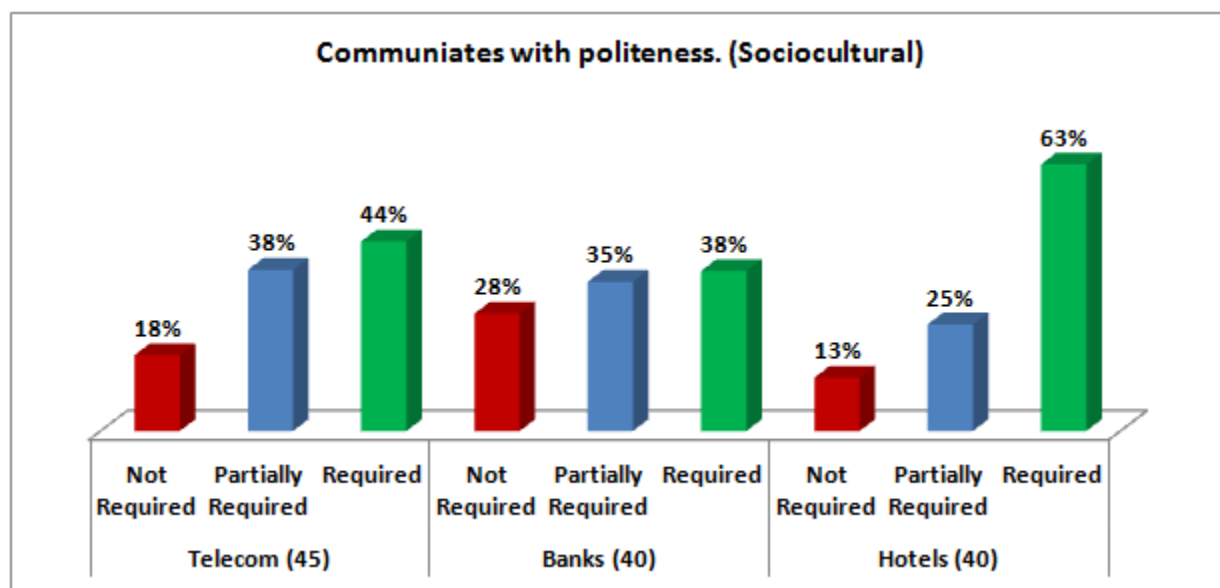Graph 4:16 Percentage priority given to the skill to 'communicate with politeness' in job promotions

This graph analyzes to what extent the skill to 'communicate with politeness' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'socio cultural' trait. The results from each of the subgroups Telecom, Banks and Hotels can be visualized in Graph 4.16

The results from Telecom sector suggest that slightly below average percentage of managers are agreeing with the role played by the skill in promotion, with below almost average percentage claim that the effect of the skill is partial while nearly a quarter percentage says that the skill is not required. Amongst 45 managers, 44% are saying that the skill is a must and the 38% partially agree on the requirement of the skill whereas 18% claim that the skill is not required. Hence with the number of those who say the skill is required and partially required it can be concluded that requirement for the 'socio-cultural' trait   is very important for employees for the telecom subgroup.

From the banking sector , it can be seen that below average percentage of managers agree with the role played by the above skill in promotion, with nearly the same partially agreeing with it whereas the disagreement is high at above 1/4 percentage. Amongst 40 managers 38% are saying that the skill is a must, 35% partially agree on the requirement of the skill whereas 28% claim that the skill is not required. The percentages equate to 15 managers who conclude said skill is required, 14 managers who claim said skill is only partially required and 11 who say that the skill plays no part in promotion. This shows that accumulatively the agreement rate, both partial and complete 75% which is considerably high as compared to disagreement.

Therefore, inclusive of all those who say the skill is required and partially required, the desire for the 'socio cultural' trait is very high in employees for the banks subgroup in terms of potential for promotion due to high disagreement.

From the results for Hotel industry, it can be extracted that a higher than average percentage of managers agree with the role of the skill in promotion with exactly 1/4th average partially agreeing with it. Amongst 40 managers 63% are saying that the skill is a must, 25% partially agree on the requirement of the skill whereas 13% claim that the skill is not required. Hence inclusive of all those who say the skill is required and partially required, the desire for the 'socio-cultural' trait is high in employees for the hotels subgroup in terms of potential for promotion.

Easy to talk and good at routine day to day interaction. (Formulaic)

Telecom (45): Not Required 8, Partially Required 19, Required 18
Banks (40): Not Required 8, Partially Required 12, Required 20
Hotels (40): Not Required 6, Partially Required 12, Required 22
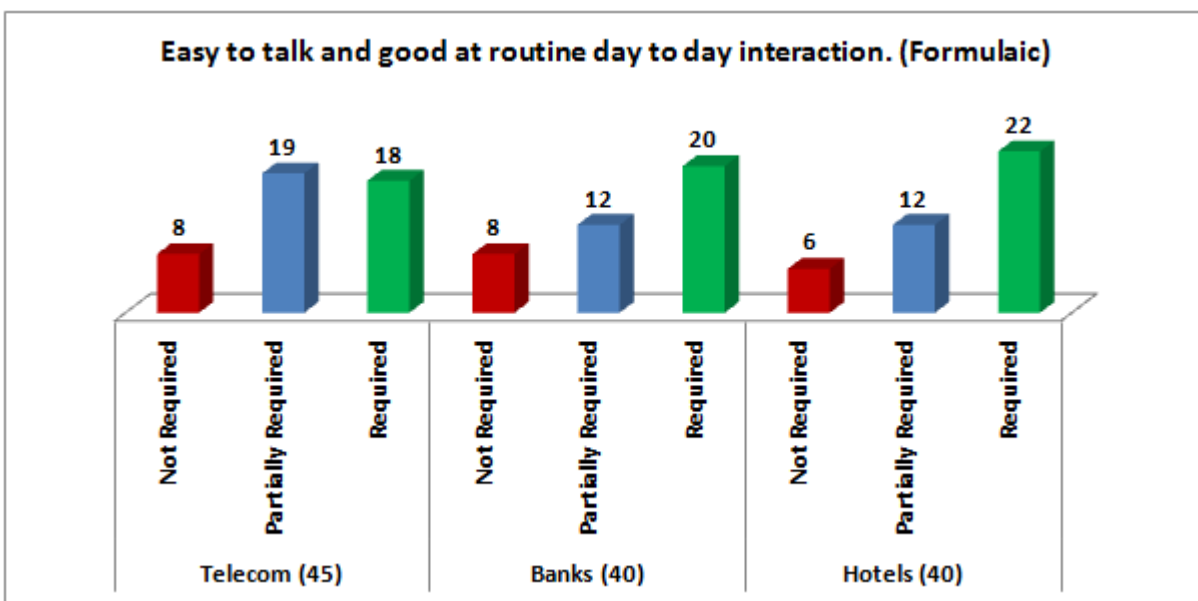
Graph 4:17 Percentage priority given to the skill 'Easy to talk and good at routine day to day interaction' in job promotions

This graph analyzes to what extent the skill of being 'Easy to talk and good at routine day to day interaction' plays a role in employee's promotion rates and the skill contributes overall to the 'socio cultural' trait. The results from each of the subgroups Telecom, Banks and Hotels can be seen in graph.

In the Telecom sector, a slightly below average percentage agree with the role played by the skill in promotion; about average percentage claim that the effect of the skill is partial while nearly a quarter percentage says that the skill isn't required. Amongst 45 managers 40% are saying that the skill is a must and the 42% partially agree on the requirement of the skill whereas 18% claim that the skill is not required. The percentages equate to 18 managers who conclude said skill is required, 19 managers who claim said skill is only partially required and 8 who says that the skill plays no part in promotion. Considering the amount of those who say the skill is required and partially required, it can be concluded that requirement for the 'formulaic' trait is considerably high in employees for the telecom subgroup.

From the Banking sector, an average percentage of managers are agreeing with the role of the skill in promotion, with significantly below average partially agreeing with it whereas the

disagreement is nearly $1/4^{th}$ percentage. Amongst 40 managers 50% are saying that the skill is a must, 30% partially agree on the requirement of the skill whereas 20% claim that the skill is not required. The percentages equate to 20 managers who conclude said skill is required, 12 managers who claim said skill is only partially required and 8 who say that the skill plays no part in promotion. So in a nutshell it can be stated that all those who say the skill is required and partially required, the desire for the 'formulaic' trait is very high in employees for the banks subgroup for potential promotion.

Finally, from the Hotel industry on the other hand, an average percentage of managers are agreeing with the role of the skill in promotion, with about $1/4^{th}$ average partially agreeing with it. Amongst 40 managers 55% are saying that the skill is a must, 30% partially agree on the requirement of the skill whereas 15% claim that the skill is not required. Hence inclusive of all those who say the skill is required and partially required, the desire for the 'formulaic' trait is high in employees for the hotels industry in terms of potential for promotion.

4.19   Analysis of the Impact of Communicative Competence on Job Satisfaction (Questionnaire 2)

This questionnaire determines to what extent communicative competence of the immediate supervisor of an employee has an effect on the job satisfaction of the employees. The respondents at first give their immediate supervisor a rank based on how well he communicates by answering 10 statements and giving them a score between 1-5 (1 being strongly disagree and 5 being strongly agree). After rating their supervisor, the respondents then answer how much they themselves are satisfied with the job, working under their supervisor by rating their job on a job satisfaction scale with 5 options.

The data is presented in the following way: first the immediate supervisors of the respondents are grouped into different ranks based on their 'total score' which is calculated by summing the scores of the aforementioned 10 statements. There are 5 ranks in total each with a different score range (10-20 marks, 20-30 marks, 30-50 marks, 40-50 marks). Then the amount of respondents and their job satisfaction according to the job satisfaction scale is represented by bar graphs on each supervisor rank.

4.20   Sales Secror

Beverages-Out of 40 respondents
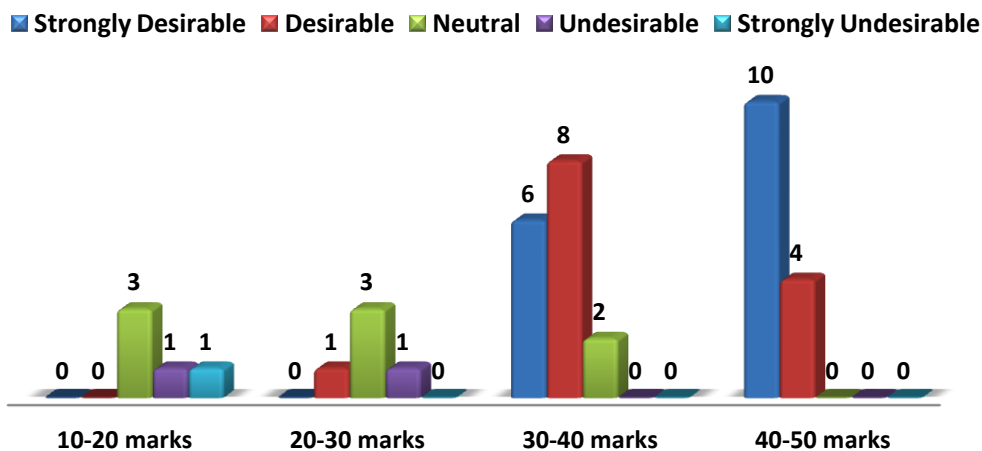
■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Undesirable

JS A : mmediate supervisor ranks and respondent distribution with respect to job satisfaction level

Job Satisfaction Scale- (Beverages 40 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable
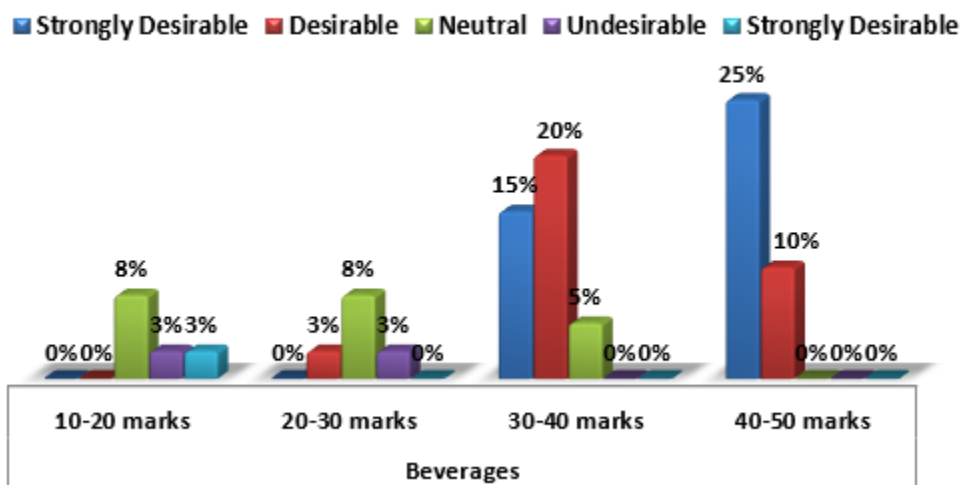
JSB: Immediate supervisor ranks and percentage respondent distribution with respect to job satisfaction level

According to Graph , out of 40 respondents 14% (5 responses) gave their immediate supervisor a low score on communicative competence between 10 to 20. 14% (5 responses) gave their

supervisor a mediocre score between 20 to 30. 40% (16 responses) gave their supervisor a decent score between 30 to 40 and 35% (14 responses) gave a good score of higher than 40 marks. Amongst those who gave their supervisor a low score, none is satisfied with their job, 3 are neutral and 1 is dissatisfied and 1 is strongly dissatisfied. Those who gave a mediocre score have 1 who is satisfied, 3 who remain neutral and 1 who is dissatisfied with their job. For those who rated their supervisor decent 6 are very satisfied and 8 are satisfied with their job whereas two remain neutral. Among the respondents who rated their supervisor as good, there are 10 who claim that they are very satisfied with their job and 4 who are satisfied.

Overall 75% of the respondents ended up giving their supervisors higher than 30 marks meaning that a significant portion in the beverages subgroup believe that their supervisors have good communicative competence. 40% (16 respondents) are extremely satisfied with their job and 33% (13 respondents) are very satisfied which accumulates to 73% (29 respondents) who are satisfied with their job. The total dissatisfaction is at 9% (3 respondents) and 21% (8 respondents) are neutral about their satisfaction level.

The corporate culture of the beverages subgroup suggests an overall very high job satisfaction due as per the responses and a majority of supervisors who are competent in communication and English language.

Job Satisfaction Scale- (Food 35 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable

JSC: Immediate supervisor ranks and respondent distribution with respect to job satisfaction level

Job Satisfaction Scale- (Food 35 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable
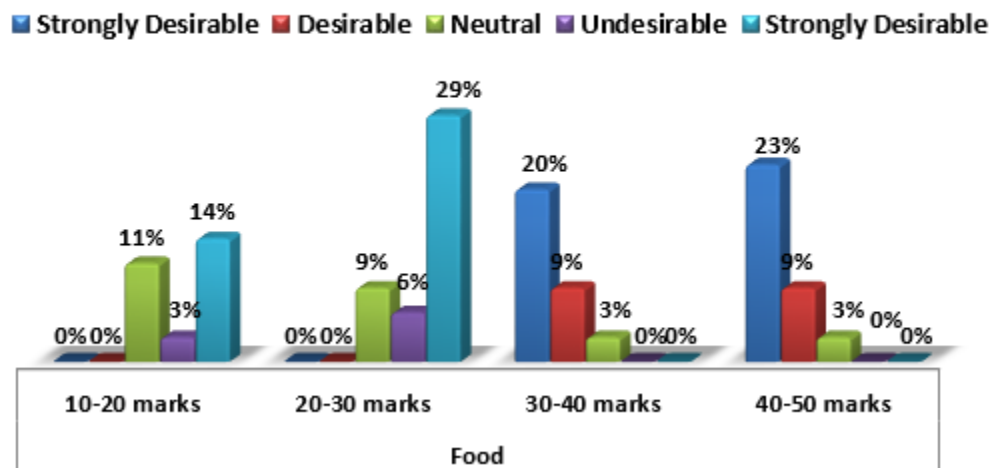
JSD: Immediate supervisor ranks and percentage respondent distribution with respect to job satisfaction level for food

The graphs suggest that out of 35 respondents 17% (6 responses) gave their immediate supervisor a low score in communicative competency between 10 to 20. 20% (7 responses) gave

their supervisor a mediocre score between 20 to 30. 31% (11 responses) gave their supervisor a decent score between 30 to 40 and 37% (13 responses) gave a good score of higher than 40 marks. Amongst those who gave their supervisor a low score, none are satisfied with their job, 4 are neutral and 1 is dissatisfied and 1 is strongly dissatisfied. Those who gave a mediocre score have none who is satisfied, 3 who remain neutral and 2 who are dissatisfied and 2 who are strongly dissatisfied with their jobs. For those who rated their supervisor, 7 are very satisfied and 3 are satisfied with their job whereas 1 remains neutral. Among the respondents who rated their supervisor as good consist of 8 who are very satisfied and 3 are satisfied with their job whereas 1 remains neutral

Overall 66% of the respondents ended up giving their supervisors higher than 30 marks meaning that a moderately high portion in the food subgroup believe that their supervisors have good communicative competence. 43% (15 respondents) are extremely satisfied with their job and 17% (6 respondents) are very satisfied which accumulates to 60% (21 respondents) who are satisfied with their job. The total dissatisfaction is at 17% (6 respondents) and 26% (9 respondents) are neutral about their satisfaction level.

Thus it can be extracted from the above graphs that with increase in points of communicative competence, the number of employees to be satisfied also increases .

Job Satisfaction Scale- (Electronics 35 respondents)

Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable

JSE: Immediate supervisor ranks and respondent distribution with respect to job satisfaction level for electronics

Job Satisfaction Scale- (Electronic 35 respondents)

Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable

JSF: Immediate supervisor ranks and respondent distribution with respect to job satisfaction level for electronics

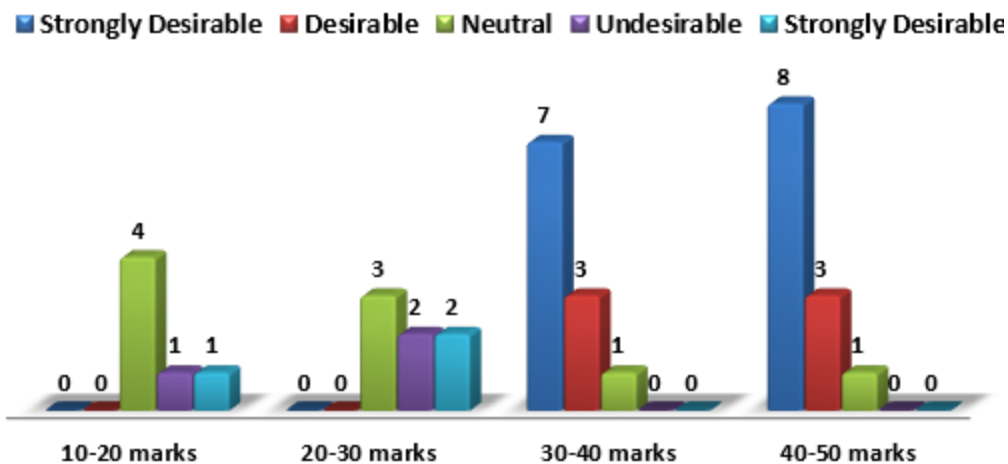The graphs depict that out of 35 respondents 21% (7 responses) gave their immediate supervisor a low score on communicative competence between 10 to 20. 20% (7 responses) gave their supervisor a mediocre score between 20 to 30. 28% (10 responses) gave their supervisor a decent score between 30 to 40 and 31% (11 responses) gave a good score of higher than 40 marks. Amongst those who gave their supervisor a low score, 3 are very satisfied and 3 are satisfied with their job, 1 is neutral and none are dissatisfied or strongly dissatisfied. Those who gave a mediocre score have 1 who is very satisfied and 2 who are satisfied, 4 remain neutral and none are dissatisfied. For those who rated their supervisor decent 6 are very satisfied and 4 are

satisfied with their job. Among the respondents who rated their supervisor as good consist of 6 who are very satisfied and 5 are satisfied with their job.

Overall 49% of the respondents ended up giving their supervisors higher than 30 marks meaning that an average portion in the electronic subgroup believe that their supervisors have good communicative competence. 46% (16 respondents) are extremely satisfied with their job and 40% (14 respondents) are very satisfied which accumulates to 86% (30 respondents) who are satisfied with their job. There is no dissatisfaction and 15% (5 respondents) are neutral about their satisfaction level.

Thus it can be seen that in electronic industry also there is a greater satisfaction level with the increase in Communicative competence score.

4.21 Service Sector

Job Satisfaction Scale- (Telecom 45 respondents)

◼ Strongly Desirable ◼ Desirable ◼ Neutral ◼ Undesirable ◼ Strongly Desirable

JSG: Immediate supervisor ranks and respondent distribution with respect to job satisfaction

Job Satisfaction Scale- (Telecom 45 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable
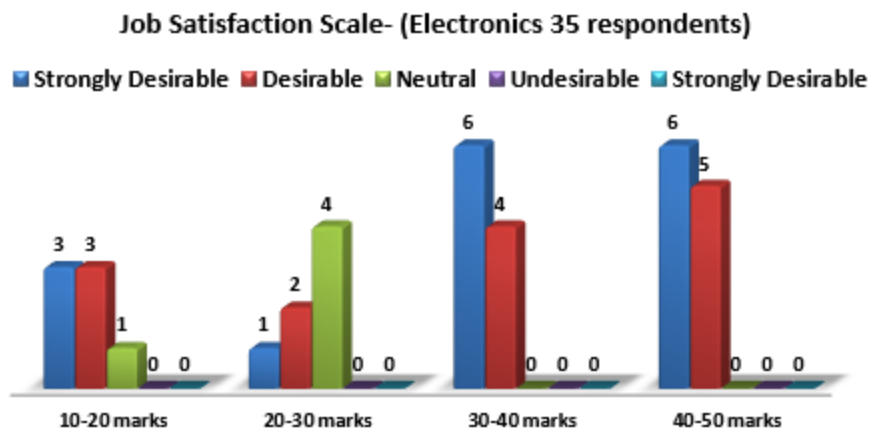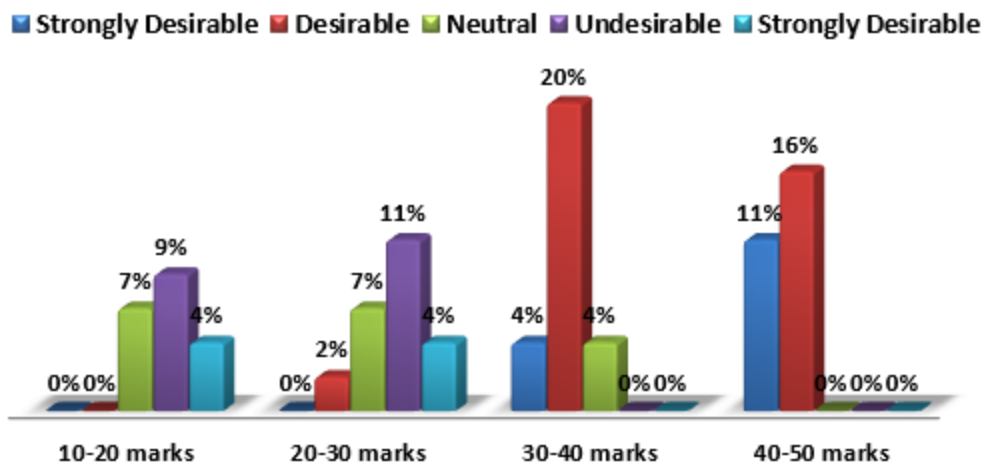

JSH: Immediate supervisor ranks and percentage respondent distribution with respect to job satisfaction level

The graphs show that out of 45 respondents 20% (9 responses) gave their immediate supervisor a low score in communicative competency be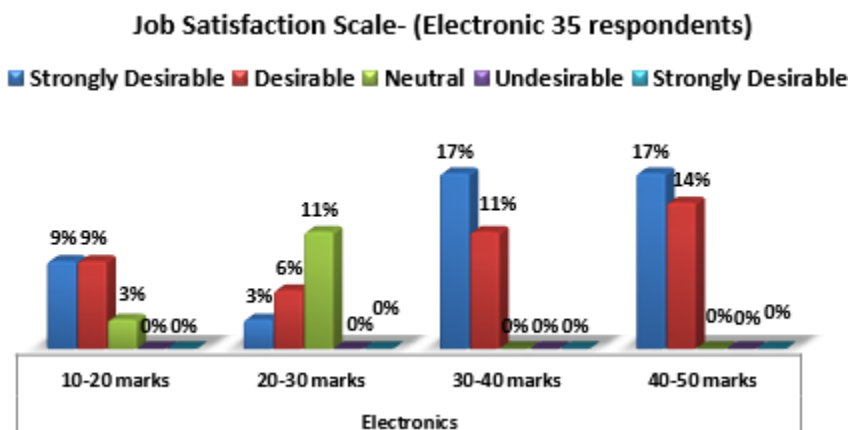tween 10 to 20. 24% (11 responses) gave their supervisor a mediocre score between 20 to 30. 28% (13 responses) gave their supervisor a decent score between 30 to 40 and 27% (12 responses) gave a good score of higher than 40 marks. Amongst those who gave their supervisor a low score, none are satisfied with their job, 3 are neutral, 4 dissatisfied and 2 are strongly dissatisfied. Those who gave a mediocre score have 1 who is satisfied, 3 who remain neutral and 5 who are dissatisfied and 2 who are strongly dissatisfied with their job. For those who rated their supervisor decent 2 are very satisfied and 9 are satisfied with their job whereas 2 remains neutral. Among the respondents who rated their supervisor as good consist of 5 who are very satisfied and 7 are satisfied with their job.

Overall 55% of the respondents ended up giving their supervisors higher than 30 marks meaning that a moderate portion in the telecom subgroup believed that their supervisors have good communicative competence. 15% (7 respondents) are extremely satisfied with their job and 36% (16 respondents) are very satisfied which accumulates to 51% (23 respondents) who are satisfied with their job. 20% (9 respondents) are dissatisfied with their job and 8% (4 respondents) are very dissatisfied. The total dissatisfaction is at 28% (13 respondents) and 18% (8 respondents) are neutral about their satisfaction level. Again , it can be observed that just

like in sales sector services sector also follows the same pattern i.e. the greater the communicative competence , the greater the job satisfaction of the employees .

JSI: Immediate supervisor ranks and respondent distribution with respect to job satisfaction level
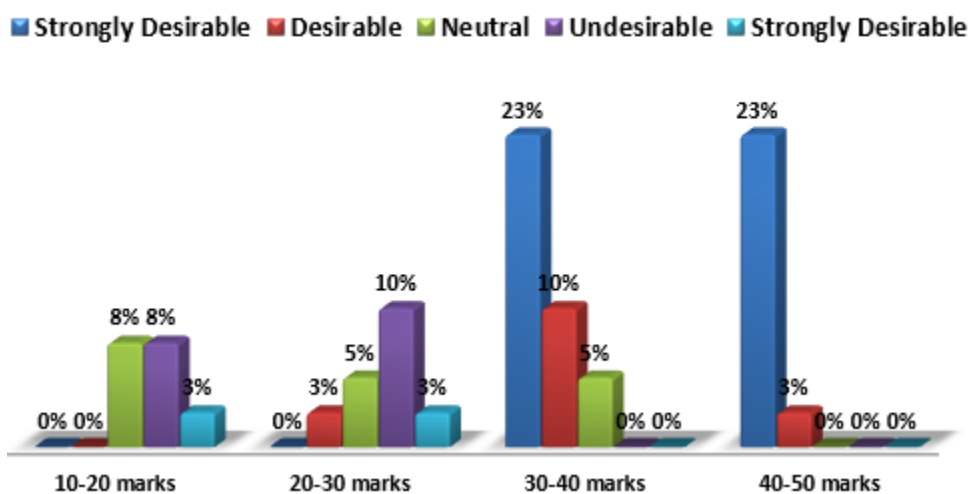
JSJ : Immediate supervisor ranks and percentage respondent distribution with respect to job satisfaction

The   banking   sector   also   suggest   the   link   between   employees   communicative competence and job satisfaction of the employees . It can be deduc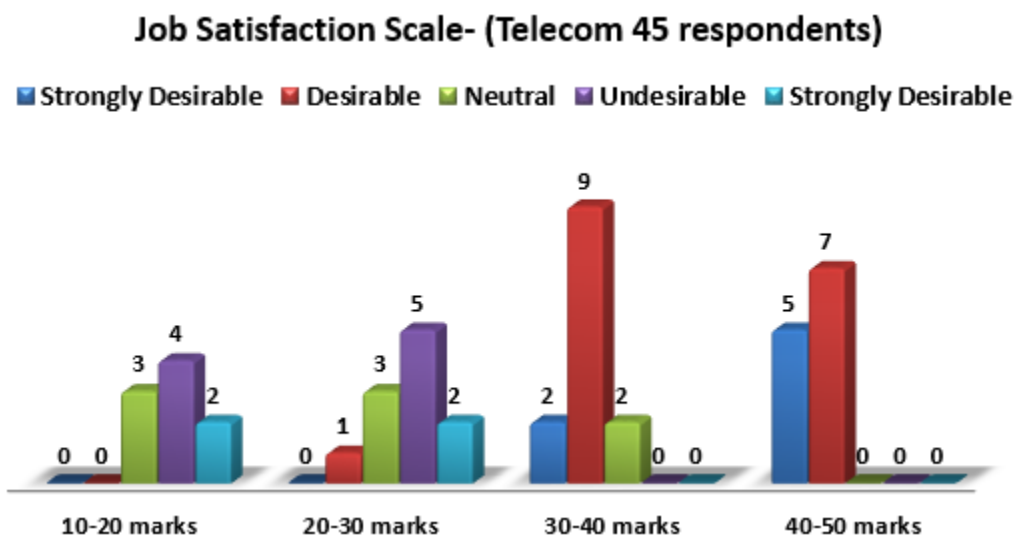ed that out of 40 respondents 19% (7 responses) gave their immediate supervisor a low score in communicative competency between 10 to 20. 21% (8 responses) gave their supervisor a mediocre score between 20 to 30.

38% (15 responses) gave their supervisor a decent score between 30 to 40 and 26% (10 responses) gave a good score of higher than 40 marks. Amongst those who gave their supervisor a low score, none are satisfied with their job, 3 are neutral and 3 are dissatisfied and 1 is strongly dissatisfied. Those who gave a mediocre score have 1 who is satisfied, 2 who remain neutral and 4 who are dissatisfied and 1 who are strongly dissatisfied with their job. For those who rated their supervisor decent 9 are very satisfied and 4 are satisfied with their job whereas 2 remains neutral. Among the respondents who rated their supervisor as good consist of 9 who are very satisfied and 1 is satisfied with their job.

Overall 64% of the respondents ended up giving their supervisors higher than 30 marks meaning that higher than average portion in the bank subgroup believe that their supervisors have good communicative competence. 46% (18 respondents) are extremely satisfied with their job and 13% (5 respondents) are satisfied which accumulates to 59% (23 respondents) who are satisfied with their job. 18% (8 respondents) are dissatisfied with their job and 6% (2 respondents) are very dissatisfied. The total dissatisfaction is at 24% (10 respondents) and 18% (7 respondents) are neutral about their satisfaction level.
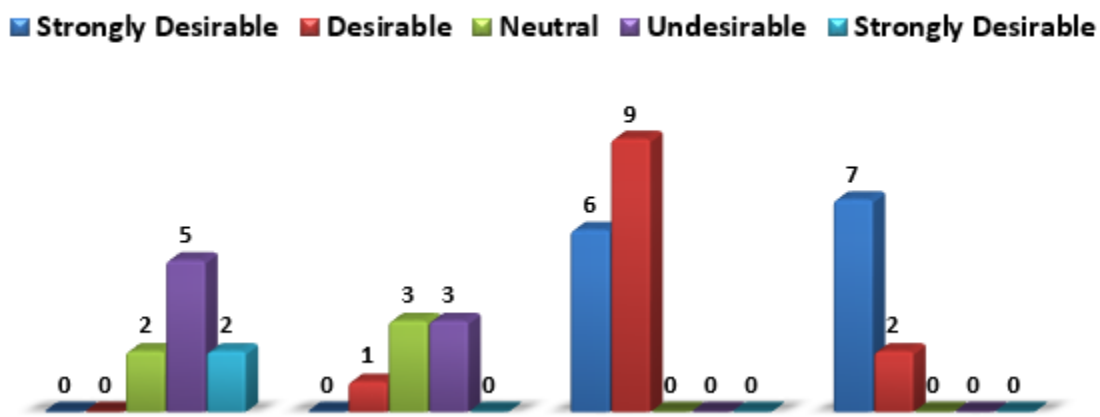
JSK: Immediate supervisor ranks and respondent distribution with respect to job satisfaction level
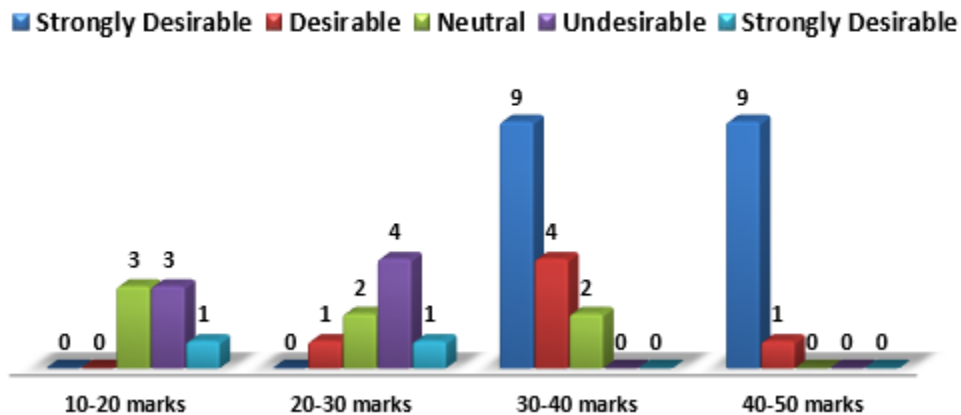
Job Satisfaction Scale- (Hotels 40 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Desirable
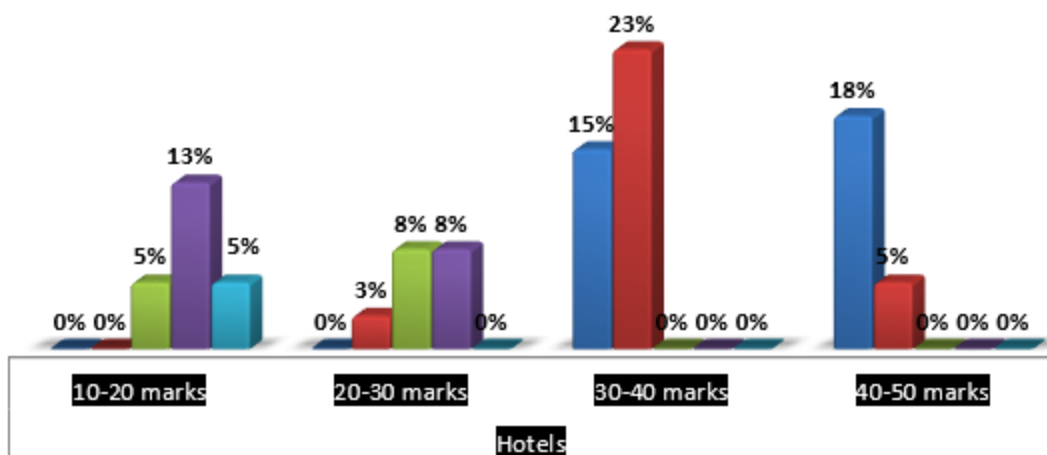
JSL: Immediate supervisor ranks and percentage respondent distribution with respect to job satisfaction level for hotels

According to the graphs it can be seen   that out of 40 respondents 23% (9 responses) gave their immediate supervisor a low score in communicative competency between 10 to 20. 19% (5 responses) gave their supervisor a mediocre score between 20 to 30. 38% (15 responses) gave their supervisor a decent score between 30 to 40 and 23% (9 responses) gave a good score of higher than 40 marks. Amongst those who gave their supervisor a low score, none are satisfied with their job, 3 are neutral and 5 are dissatisfied and 2 are strongly dissatisfied. Those who gave a mediocre score have 1 who is satisfied, 3 who remain neutral and 3 who are dissatisfied with their job. For those who rated their supervisor decent 6 are very satisfied and 9 are satisfied with their job. Among the respondents who rated their supervisor as good consist of 7 who are very satisfied and 2 are satisfied with their job.

Overall 61% of the respondents ended up giving their supervisors higher than 30 marks meaning that higher than average portion in the bank subgroup believe that their supervisors have good communicative competence. 33% (13 respondents) are extremely satisfied with their job and 28% (11 respondents) are satisfied which accumulates to 61% (24 respondents) who are satisfied with their job. 21% (8 respondents) are dissatisfied with their job and 5% (2

respondents) are very dissatisfied. The total dissatisfaction is at 26% (10 respondents) and 13% (5 respondents) are neutral about their satisfaction level.

The corporate culture of the hotels subgroup is slightly higher than moderate job satisfaction as per the responses and higher than average number of supervisors who are competent in communication and English language.

4.22   Regression Data Analysis   (Communicative Competence and Job satisfaction)

In the previous section, we analysed the data gathered through the Questionnaire 2 adapted from the questionnaire designed by Monge. Through the data, the link between communicative competence and employees' job satisfaction was ascertained. Monge's questionnaire is based on allocation of points for different leadership traits. However, in the currents study, the communicative competence traits were used and given points. The points were then seen in relation to the job satisfaction of subordinates.   It was observed that the greater the communicative competence points, the greater the employees' job satisfaction level.

In this section, data will be analysed through regression and the relationship between supervisor's communicative competence and employees' job satisfaction will be determined. The correlation will be found while using communicative competence as independent variable and job satisfaction as dependent variable. In other words data analysis triangulation will be done through regression to validate the result gained through the Monge's questionnaire. The analysis will be done for Sales sector followed by Services sector.

4.23   Sales Secor Regression Analysis

Regression Key

Multiple R. It is the C*orrelation*   that measures the strength of a linear relationship between two variables. The correlation coefficient can be any value between -1 and 1.

- 1 means a strong positive relationship.
- -1 means a strong negative relationship
- - 0 means no relationship at all

R Square. It is the *Coefficient of Determination*, which is used as an indicator of the goodness of fit. It shows how many points fall on the regression line

Job Satisfaction Scale- (Beverages 40 respondents)

Immediate supervisor ranks and respondent distribution with respect to job satisfaction level

$y = 4.1x - 4.3$

COMMUNICATIVE COMPETENCE ON JOB SATISFACTION		
Dependent Variable: *JOB SATISFACTION Independent Variable: COMMUNICATIVE COMPETENCE*		
Beverages Industry		
Sr. **Immediate supervisor ranks and respondent distribution with respect to job satisfaction level**	**COMMUNICATIVE COMPETENCE** (Independent Variable-X Axis)	**JOB SATISFACTION** (Dependent Variable-Y Axis)
1 Strongly Desirable	5	16
2 Desirable	4	13
3 Neutral	3	8
4 Undesirable	2	2
5 Strongly Undesirable	1	1
		40

Regression Statistics	
Multiple R	0.968657768
R Square	0.938297872

Job Satisfaction Scale- (Food 35 respondents)

COMMUNICATIVE COMPETENCE ON JOB SATISFACTION		
Dependent Variable: *JOB SATISFACTION Independent Variable: COMMUNICATIVE COMPETENCE*		
Food Industry		
Sr. **Immediate supervisor ranks and respondent distribution with respect to job satisfaction level**	**COMMUNICATIVE COMPETENCE** (Independent Variable-X Axis)	**JOB SATISFACTION** (Dependent Variable- Y Axis)
1 Strongly Desirable	5	15
2 Desirable	4	6
3 Neutral	3	9
4 Undesirable	2	3
5 Strongly Undesirable	1	3

Regression Statistics	
Multiple R	0.674199862
R Square	0.454545455

Job Satisfaction Scale- (Electronic 35 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Undesirable

| 10-20 marks | 20-30 marks | 30-40 marks | 40-50 marks |

Immediate supervisor ranks and respondent distribution with respect to job satisfaction level

$y = 4.6x - 6.8$

COMMUNICATIVE COMPETENCE ON JOB SATISFACTION		
Dependent Variable: *JOB SATISFACTION* **Independent Variable:** *COMMUNICATIVE COMPETENCE*		
Electronics Industry		
Sr. **Immediate supervisor ranks and respondent distribution with respect to job satisfaction level**	**COMMUNICATIVE COMPETENCE** (Independent Variable-X Axis)	**JOB SATISFACTION** (Dependent Variable- Y Axis)
1 Strongly Desirable	5	16
2 Desirable	4	14
3 Neutral	3	5
4 Undesirable	2	0
5 Strongly Undesirable	1	0

Regression Statistics	
Multiple R	0.919098403
R Square	0.844741874

The above graphs and tables clearly indicate a very strong positive correlation between the communicative competence of supervisors   and employees' job satisfaction in the sales sector. The highest coefficient correlation is observed in the beverage industry which is 0.96 where as the lowest noted is in food industry i.e 0.67. The results were almost similar to the analysis in the previous section. This clearly validates the result and suggests that supervisor's communicative competence and has a strong impact on employees' job performance.

4.24 Sevices Sector   Regression Analysis

After discussing the sales sector regression analysis , in this section , the services sector analysis will be carried out . Again, the data used for the simple analysis, will be utilized. This triangulation will enable us to validate the data .

Job Satisfaction Scale- (Telecom 45 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Undesirable

Immediate supervisor ranks and respondent distribution with respect to job satisfaction level

y = 1.4x + 4.8

COMMUNICATIVE COMPETENCE ON JOB SATISFACTION			
Dependent Variable: *JOB SATISFACTION Independent Variable: COMMUNICATIVE COMPETENCE*			
Telecom Industry			
Sr.	**Immediate supervisor ranks and respondent distribution with respect to job satisfaction level**	**COMMUNICATIVE COMPETENCE** (Independent Variable-X Axis)	**JOB SATISFACTION** (Dependent Variable-Y Axis)
1	Strongly Desirable	5	7
2	Desirable	4	17
3	Neutral	3	8
4	Undesirable	2	9
5	Strongly Undesirable	1	4

Regression Statistics	
Multiple R	0.90068638
R Square	0.811235955

Job Satisfaction Scale- (Banks 40 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Undesirable

Immediate supervisor ranks and respondent distribution with respect to job satisfaction level

$y = 3.1x - 1.3$

COMMUNICATIVE COMPETENCE ON JOB SATISFACTION		
Dependent Variable: *JOB SATISFACTION **Independent Variable:** COMMUNICATIVE COMPETENCE*		
Banking Industry		
Sr. **Immediate supervisor ranks and respondent distribution with respect to job satisfaction level**	**COMMUNICATIVE COMPETENCE** (Independent Variable-X Axis)	**JOB SATISFACTION** (Dependent Variable-Y Axis)
1 Strongly Desirable	5	18
2 Desirable	4	6
3 Neutral	3	7
4 Undesirable	2	7
5 Strongly Undesirable	1	2

Regression Statistics	
Multiple R	0.650791373
R Square	0.423529412

Job Satisfaction Scale- (Hotels 40 respondents)

■ Strongly Desirable ■ Desirable ■ Neutral ■ Undesirable ■ Strongly Undesirable

Immediate supervisor ranks and respondent distribution with respect to job satisfaction level

$y = 2.6x + 0.2$

COMMUNICATIVE COMPETENCE ON JOB SATISFACTION			
Dependent Variable: *JOB SATISFACTION **Independent Variable:** COMMUNICATIVE COMPETENCE*			
Hotels Industry			
Sr.	**Immediate supervisor ranks and respondent distribution with respect to job satisfaction level**	**COMMUNICATIVE COMPETENCE** (Independent Variable-X Axis)	**JOB SATISFACTION** (Dependent Variable-Y Axis)
1	Strongly Desirable	5	13
2	Desirable	4	12
3	Neutral	3	5
4	Undesirable	2	8
5	Strongly Undesirable	1	2

Regression Statistics	
Multiple R	0.815937145
R Square	0.665753425

In this section, regression analysis of the services sectors is discussed. In services sector also , there is a strong positive correlation between supervisor's communicative competence and employees' job satisfaction . The strongest co relation observed is in telecom industry which is 0.90 where as the lowest noted is in Banking sector which is 0.65.   Overall there is a strong positive correlation between the independent variable i.e. communicative competence and dependent variable which is job satisfaction.

4.25 Thematic Analysis of the Interviews

As discussed before that in order to validate the data gathered through questionnaire, semi structured interviews were conducted mostly from the personnel working on managerial level and above positions. A total of 6 respondents from every industry of both sales and service sector organizations were selected. The interviews were evaluated based on the descriptive coding (attached in Appendix C). The interview questions targeted the key features derived from the hybrid model of CC. (Interview questions are attached in Appendix 3).

The first question was whether CC was considered at the time of employees' appointment. All the respondents replied in affirmative especially for the managerial level position. However, the manager HR of beverages and food industry replied that at times at the junior level managerial positions, the experience and technical expertise are given more preference than the CC. In the service sectors, however, all the respondents stated that English language is a pre-requisite whether at the junior level managerial positions or the senior level positions.

For the question of whether CC in English is considered at the time of an employee's professional progression, all the respondents replied in affirmative. In this regard, to a subsidiary question of how far it is considered and whether there is a system in place to assess the competence in English of an employee, almost all the respondents replied that there was a special segment allocated for competence in English which is considered at the time of the employee's professional progression and promotion. The manager HR of the telecom sector responded that at times the managers have to communicate to non-native managers; in such cases, competence in English is absolutely essential.   Similarly, at higher tier of management, the mangers are required at times to initiate the written and oral correspondences; in case of written correspondence, the medium of interaction is English so it becomes essential for the employees to have a considerable competence in English.

All the respondents were asked whether they had any system in place to assess the CC of the employees. All of them replied in negative and stated that the assessment is done on the

bases of general observation. However, all the respondents from the service sector stated that they do carry out on going official trainings on communication and interpersonal skills.

On the question of whether the lack of communicative competence hinders a person's professional promotion, all the respondents replied in affirmative; however, the beverages and the food industry managers, responded that in case of requirement of technical position and technical expertise, a person is promoted even with lack of CC. However, with almost similar technical expertise between two potential candidates, a person with better CC is preferred.

Another very important question asked was again related to professional progression. The respondents were asked was whether with professional progression, the need for CC increases. To this question, the response from both the sales and service sector organizations replied in positive though with varying degrees. All the three respondents service sectors asserted that with each hierarchal promotion, the need for CC increases. However, from the sales sectors of food and beverages, the respondents stated that it is required but the need increases for the top level management.

Regarding the question of key skills and traits required by the employees in job, the respondents stated that communicative competence is one of the key skills required. In this case also, like the questionnaire, the respondents stated that CC is an important factor and a key job requirement in modern corporate setups. Out of technical knowledge, commitment and communicative competence, all the respondents ranked CC 3rd on the rating scale of key job requirements. However, they stated that it was an essential requirement and one of the factors considered at the time of job promotions.

Followed by these questions, the respondents were asked about the key questions that were driven from the framework established for this study, which included the questions related to Bourdieu's (1986) model and Celce-Murcia's (2007) model of communicative competence. This was done to validate the data gathered from the questionnaire.

In this regard, the first question asked was how far communication was important to persuade the subordinates. This question related to the interactional segment of the hybrid model. On this question, there was complete agreement among the participants. The HR manager of the telecom sector stated that whether you are at the junior level management or senior level

management, you need the ability to motivate and persuade your subordinates to work. The HR manager of the banking sector, on the other hand, stated that employees have to work under critical work environments; in such a scenario, it is extremely important for the managers to keep their employees motivated to work. An employees' ability to motivate the workers, thus, is an added advantage and ability.

According to the hybrid model, a person's ability to maintain a proper distance and dress appropriately is also a part of interactional element. To this question there were varied responses, especially from food, beverages and electronic industry. In other words, the managers from sales sector had almost similar responses but they were different from the service sector responses. According to the sales sector respondents, the requirement at each tier of management is different for dress code. It is because of the fact that the requirement for dress varies from position to position and from job requirement to job requirement. However, as far as the appropriateness of the dress code is concerned, it is expected that the employees dress according to the requirement.

One of the major roles of a manager is considering the individual needs of the employees. To the question of how far it is important to pay attention to the employees' needs, there was a unanimous agreement by all the respondents. The manager HR of the Telecom sector stated that in today's competitive environment, employees' retention is very important. Providing a conducive environment is the job of the organization through individual managers. Paying attention to the employees' needs is one such factor that keeps them satisfied. Therefore, it is extremely important for the employees to have this capability.

As discussed earlier that in this segment we will discuss the questions that directly target the hybrid model of CC. One of the key elements that relates to one of the competencies is competence in discourse. Conducting meetings, presentations and public speaking is the part of discourse competence. Both from service and sales sectors, the respondents were at agreement that discourse competence is extremely important in modern corporate setups. Moreover, the need for the discourse competence increases as an employee grows up to the higher tier of management.

Sociocultural competence is yet another important factor of the model presented by Celce-Murcia. Communication in accordance with the sociocultural context inside and outside

the organization is an important factor for an effective flow of communication. There was an obvious agreement among all the participants both from sales and services sectors when asked whether communication according to situation is important.

The next question asked was regarding communicating the ideas clearly, correctly and with good pronunciation. In this regard, there were varied views presented by the respondents. As far as clarity and correctness is concerned, there was unanimous agreement among all the participants both from sales and services sectors. However, regarding pronunciation, participants from services sector had different views from the participants of the sales sector organizations. In the sales sector, almost all the participants responded that pronunciation does not matter as long as the message is sent across. In this regard a supplementary question was asked from the participants whether it applies to managers at all tiers. To this the respondents stated that at higher tier and in the marketing and HR departments, the managers are expected to be good in terms of pronunciation however it is not a pre-requisite. In services sector, on the other hand, in the banks and telecom sectors pronunciation matters. The manager HR of telecom sector was of the view that there is a constant liaison with people so that people from different backgrounds can communicate with each other. This requires the employees to be adept at pronunciation as well. From banking sector again , the respondent said that since there are many national banks so at times , certain aspects of CC are compromised as there is more job security . For certain departments such as supply and finance departments, a person's technical expertise are preferred even if they their pronunciation is not good.

Another question related to the sociocultural aspect of the model presented by Celce-Murcia was regarding the significance of politeness by the managers in organizations. To this question, all the respondents showed strong agreement.   The manager HR of the telecommunication stated that in competitive corporate setups, employees' retention is a challenging task. Politeness is one of the strategies used by the mangers to keep them satisfied. To this a supplementary question was added as to what are the other factors needed by the employees to keep them satisfied. To this, the manager responded that there were numerous factors, however, remunerations and over all conducive environment are important factors.

Formulaic competence is yet another competence presented by Celce-Murcia in her model of communicative competence. Formulaic competence includes a person's day to day

interactions. All the respondents both from sales and services sectors stated that such competence is very important. However, the manager HR from the electronic sector stated that in certain departments such as marketing it is more important than the other departments. Similarly, the HR managers of banks and Hotels were of the views that daily interactions were extremely important as these two organizations have to interact with customers from multiple backgrounds. Therefore, expertise in routine interactions is considered important.

The last question asked was related to Discourse competence, which refers to a person's expertise in different situations of discourse such as writing official memos, letters and other official documents. To this, all the respondents showed agreement. Moreover, the HR manager of a bank stated that in banks, the employees' ability to write well is a must. It is because of the sensitivity of the sensitive nature of the job that the employees have to carry out.

4.26   Chapter Summary

This chapter presented the analysis of the data. In the first section of the chapter, analysis of the first questionnaire has been carried out. Here the questionnaire is evaluated till question number five which deals with the role of English as linguistic capital. The analysis of the first five questions is done cumulatively for all the selected corporate sector organizations as a whole. Subsequently, the analysis is carried out in terms of sales and services sector organizations separately. In this regard, the findings clearly suggest that competence in English language is a pre requisite in almost all the sales and services sector organizations in the Pakistani corporate sector.

The next section of this chapter deals with the remaining questions of the first questionnaire which are decided on a scale. The questions analyze communicative competence of the selected employees with reference to the hybrid model devised for this study. The results suggest that in all the corporate sector organizations, the traits, driven from the hybrid model are required to a varying degree.

The third part of the chapter deals with the second questionnaire. This section determines the extent to which the communicative competence of the immediate supervisor of an employee has an effect on the job satisfaction of the employees. In this case, also the results clearly suggest that the supervisor's CC is directly associated with the job satisfaction of the subordinates, i.e.,

the better the communicative competence of the supervisor, the higher the job satisfaction level of the employees.

The last section of the chapter presents the analysis of the semi-structured interviews. The analysis of the interviews was carried out through descriptive coding. To validate the data gathered through questionnaires, the semi-structured interviews were conducted from the personnel working on managerial level or higher positions in the selected corporate sector organizations. The findings from the interviews further endorsed the significance of communicative competence for employees' job performance.

CHAPTER 5

FINDINGS AND DISCUSSIONS

The study was delimited to the tertiary level corporate sector organizations. The tertiary level corporate sector organizations include sales and services sectors. In this regard, the data for sales sector was collected from the beverages, food and electronic sectors. From services sectors, the data was collected from telecom organizations, banks and hotels. For data collection, two questionnaires were used; questionnaire one dealt with the role of communicative competence in English and employees' job performance and the second questionnaire was developed to see how far communicative competence in English brought about job satisfaction among the employees. Six interviews were also conducted with managers from the selected corporate sector organizations. Having presented the data analysis in the previous chapter, this chapter presents the key findings and discussion.

5.1 Findings from Questionnaire 1

In Questionnaire 1, each question was aligned with the hybrid model of communicative competence. The findings from this questionnaire clearly suggest that competence in English is a pre-requisite for all the selected sales sector and services sector organizations. Detailed findings from Questionnaire 1 are given below:

5.2 Sales Sector

As far as English as Linguistic Capital is concerned, as suggested in the first part of questionnaire, the findings show that a high regard was given to CC in English at the time of appointment by the people working in beverages. A very high percentage i.e. 74% showed that English is required at the time of appointments. For the other subgroup also the result shows a very high regard given to this factor.

On the other hand, for the link between CC in English and Job promotion, the responses both from Questionnaire 1 and the interviews suggested that competence in English is considered an important benchmark at the time of promotion of the employees. Job promotion is one of the key indicators of an employee's job performance. The findings showed that there is a substantial amount of consideration paid to the communicative competency in English when an employee's

promotion is considered. 73% of the managers agreed that proficiency in English was regarded as essential in the beverages subgroup.

For the lack of competence to hinder the chances of promotion, the findings indicate that competence in English is significant for promotion and the lack of it results in hindrance in promotion. It was also stated by one of the respondents of the interviews that except for very technical positions such as in finance department, it does hinder a person's promotion. 74% managers were of the opinion that the lack of English proficiency reduces employee promotion rates and 73% of managers claimed that they considered English proficiency before choosing to promote a subordinate. The results point towards the fact that communicative competence in English is mandatory for professional development in the beverages industry, and in most of the cases, when a person is deficient in competence in English his /her chances for promotion are restricted.

Professional progression is yet another indicator of an employee's job performance. As far as the need for CC in English for professional progression is concerned, the findings again suggested that with each professional progression, the need for competence in English also increased. This showed that CC was almost a prerequisite for professional promotion, i.e., the further you grow the more there is a need for communicative competence. There was a consensus among the respondents that the necessity for communicative competence in English increases with increasing job hierarchy as 87% of the managers endorsed this point. This again identifies the necessity of English proficiency in the beverages subgroup.

However, on the question concerning the communicative competence in English at the time of appointment, certain disagreement was observed among the respondents. In the case of beverages industry, there was an overwhelming agreement. The findings showed that there was only a moderate amount of consideration given to communicative competence of a person who was going to be employed by the managers and Human Resource officials in the food subgroup because only 54% or half of the managers in this subgroup were found to be in favor of the statement. The disagreement was very low at 5%; however, there were 33% of managers who were unsure what to think of the statement and hence it could not be successfully concluded whether or not priority was actually given to English proficiency in the food industry. Although the agreement ratio is low as compared to the beverages subgroup, the disagreement in this

regard is also very low. This might be because of the reason that majority of the beverages brands, serving in Pakistan, are international. However, very minor disagreement suggests that English as linguistic capital, still is an important factor for getting employment in food industry.

Regarding communicative competence to be considered at the time of an employee's promotion, the results showed that a good amount of consideration was paid to the communicative competence in English when an employee's promotion was considered. 74% of the managers agreed that there was a high regard given to English language overall and in aspects such as promotion. This showed that communicative competence for the food subgroup was definitely a very important factor to be considered during promotions. Results for the questionnaire are identical for both beverages and food subgroups so it can be concluded that the aforementioned case is true for both the subgroups.

For whether the lack of communicative competence hinders a person's promotion or not, the results of questionnaire data showed that 58% managers were of the opinion that lack of English proficiency reduced an employee's prospects for promotion which was a noticeable reduction compared to the data above where 74% of managers from beverages subgroup claimed that they considered English proficiency before choosing to promote their employees. The results therefore seemed to point towards the fact that although there was a high consideration given to English proficiency during the employment phase, managers from the food industry seemed to care less about English proficiency when they decided to promote an employee. However, with almost similar technical expertise between two potential candidates, a person with better CC was preferred. Therefore, it can be safely deduced that lack of communicative competence only moderately hinders professional promotion for the food subgroup.

Findings for the increasing need for CC with professional progression indicate that most of the managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy as 87% of the managers responded in favor of the statement. From the selected sales sector organizations, i.e., food and beverages industries, the respondents stated that it was required but the need increased at the very top level management positions. Hence, it can be concluded that although the need for communicative competence in English increases with progression in promotion for the food sector, it does so for only top levels of the hierarchy; however, it still does not negate the fact that almost 90%

managers were in favor of the statement so this explains how the need increases exponentially with hierarchy level.

From the Electronics industry, the analysis of the questionnaire shows that there is a higher than moderate amount of consideration given to communicative competence before a person is employed by managers and Human Resource officials. It is because only 68% or a little more than half of the managers in this subgroup were found to be in favor of the statement. The disagreement was very low at 13%. For the electronics subgroup, it seemed that the need for communicative competence was moderately considered at the time of appointment, the level of agreement, however, was higher than both the food and the beverages subgroup and comparatively the level of disagreement was low.

Regarding the importance of CC for promotion, the results from the questionnaire showed that a moderately high consideration was given to the communicative competency in English in aspects such as promotion for the electronics subgroup when an employee's promotion was considered. 69% of the managers were found to be in favor. Importance given to overall linguistic capability was the same as the results of the previous question where nearly the same percentage of managers agreed that it influenced promotions. So, the need for communicative competence during promotions is also moderately high for the electronics subgroup, only slightly lower than that of the food subgroup according to the results from questionnaire 1.

Whether the lack of communicative competence hindered a person's professional promotion, according to the results of the questionnaire, 86% managers were of the opinion that lack of English proficiency reduced employee promotion rates which was relatable to the data above where 69% of managers claimed that they considered English proficiency before choosing to promote. The results so far therefore explain that although there is only moderate consideration given to English proficiency during the employment phase, managers of the electronics subgroup care far more about the English proficiency when they decide to promote an employee. Hence, it can be concluded that the need for communicative competence for promotions is extremely high for the electronics subgroup and results from the questionnaire show that the need greatly exceeds that of both the subgroups, beverages and the food.

Moreover, results from the questionnaire elaborate how nearly all managers are like minded towards the fact that the necessity for communicative competence in English increases with increasing job hierarchy as an overwhelming 88% of the managers were found to be in favor of the statement. A conclusion from all the results can be drawn which shows that the need for better English goes hand in hand with higher technical expertise in the electronics subgroup because there is a higher attention paid to English proficiency in the promotion phase rather than the employment phase where the new employee is simply expected to work on and construct equipment on a preset design instead of communicating and collaborating with peers to change or improve them.

Unlike the other two subgroups, food and beverages, the need for communicative competence in English increases with increasing job hierarchy on every position for the electronics subgroup, not just for the very top positions. Besides, statistically, the agreement on this question outweighs that of the other 2 sales sector subgroups hence proving that there is an overwhelming need for communicative competence in English in the electronics industry.

5.3 Services Sector

In this section, findings from questionnaire 1 form the services sector employees will be presented. The purpose is to see how CC in English plays a role (if any) in services sector.

From the telecom industry, the findings from questionnaire 1 suggest how there is a significant amount of consideration given to communicative competence before a person is employed by managers and Human Resource officials in the telecom subgroup because 84% of the managers in this subgroup were in favor of the statement. The disagreement is very low at 9%. For the managerial level positions in the services sector, all the respondents stated that English was a pre-requisite whether at junior level managerial positions or the senior level positions. For the telecom subgroup, it seems that the need for communicative competence is highly considered at the time of appointment and the need applies even to the junior level positions which is in contrast to some of the needs of the sales sector which only applied to senior positions. The level of agreement is highest as compared to all the subgroups.

As far as communicative competence for promotion is concerned, the results of the questionnaire show that significant consideration is paid to the communicative competency in English in aspects such as promotion for the telecom subgroup. 85% of the managers were in

favor. Importance given to overall linguistic capability is the same as the results of the previous question where nearly the same percentage of managers agreed that a command or lack of communicative competence influenced employment. So, the need for communicative competence during promotions is also significantly high for the telecom subgroup. Similarly, the need for communicative competence is highly considered at the time of appointment.

According to the results for the lack of communicative competence to hinder promotion, 86% managers were of the opinion that lack of English proficiency reduced an employee's promotion chances which correlates to the findings from sales sector where 85% of managers claimed that they considered English proficiency before choosing to promote. The results so far, therefore, explain that there is a significant consideration given to English proficiency during the employment phase by managers of the telecom subgroup and that they also care a lot about the English proficiency when they decide to promote an employee. Similarly, at higher tier of management, the mangers are required at times to initiate the written and oral correspondences; in case of written, the medium of interaction is English so it becomes essential for the employees to have a high competence in English. Therefore, it can be concluded that the need for communicative competence for promotions is extremely necessary for the telecom subgroup.

As far as the need for CC for professional progression is concerned, results from the questionnaire elaborate that nearly all managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy as an overwhelming 89% of the managers were in favor of the statement. A conclusion from all the results can be drawn that communicative competence in English for the telecom subgroup is regarded as essential in all aspects of the industry. This may largely have to do with the fact that the industry focuses on communication and is technologically-orientated and requires workers with high skillset; hence, there is a need to be proficient in English. It can be concluded that the need for communicative competence in English increases overwhelmingly with increasing job hierarchy on every step for the telecom subgroup. The need here surpasses every subgroup of the sales sector. Unlike the sales sector, the need here increases with every hierarchal position whereas for the sales sector it only affects the top positions.

From the banking sector, the findings show how there is above-average consideration given to communicative competence before a person is employed by managers and Human

Resource officials in the banking subgroup as 69% of the managers in this subgroup were in favor of the statement. The disagreement was low at 13% but the number of managers who chose to remain neutral prevented a final conclusion from being drawn in the favor or against the statement. On the first question whether CC is considered at the time of employees' appointment, all the respondents replied in affirmative especially for the managerial level positions. In the services sector, however, all the respondents stated that English was a pre-requisite whether at the junior level managerial positions or the senior level positions. For the banking subgroup, it seems that the need for communicative competence is highly considered at the time of appointment and the need applies even to the junior level positions which is in contrast to some of the needs of the sales sector which only applied to senior positions. The level of agreement is quite low as compared to the results from telecom sector.

Moreover, the findings from the questionnaire show that an overwhelming consideration is paid to the communicative competence in English in aspects such as promotion for the hotels subgroup when an employee's promotion is considered since 87% of the managers spoke in favor. So, the need for communicative competence during promotions is extremely high for the banking subgroup. The level of agreement is similar to the electronics subgroup from the sales sector and the telecom subgroup from the services sector. Furthermore, according to the results, 87% managers were of the opinion that lack of English proficiency reduced the chances of employee's promotion. The results so far thus explain that although there is a significant consideration given to English proficiency during the employment phase by managers of the banking subgroup and that they also care about the English proficiency when they decide to promote an employee. Hence, it can be concluded that the need for communicative competence for promotions is extremely necessary for the bank subgroup similar to that of the telecom subgroup.

For the need for competence in English for professional progression, findings from the questionnaire elaborate that nearly all managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy. A quite high percentage, 89% of the managers were in favor of the statement. A conclusion from all the results can be drawn that the demand for communicative competence in English for the banking sector is very high on both employment and promotional phases. The banking profession does

involve a lot of direct and indirect communication so the high English proficiency requirement could be a result of this.

Form the hotel industry, the analysis of the questionnaire shows how there is a formidable consideration given to communicative competence before a person is employed by managers and Human Resource officials in the hotel subgroup since 87% of the managers in this subgroup are in favor of the statement. The disagreement is very low at only 8% of managers against the statement. For the Hotels subgroup it seems that the need for communicative competence is highly considered at the time of appointment and the need applies even to the junior level positions which are in contrast to some of the needs of the sales sector which only applied to senior positions. The level of agreement amongst hotel industry officials is similar to that of electronics.

As far as the need for CC for promotions is concerned, the findings showed that a staggering amount of consideration was paid to the communicative competence in English in aspects such as promotion for the hotel subgroup when an employee's promotion was considered since 93% of the managers or nearly all of them were in favor of the statement. So, the need for communicative competence during promotions is overwhelmingly high for the Hotels subgroup. The level of agreement is the highest throughout nearing almost 100%.

On the other hand, according to the findings from questionnaire 1, 97% of managers are of the opinion that lack of English proficiency reduces the chances of an employee's promotion. The results therefore explain that although there is overall an overwhelming consideration given to English proficiency during the employment phase by managers of the banking subgroup and that they also care immensely about English proficiency when they decide to promote an employee. Therefore, it can be concluded that the need for communicative competence is absolutely mandatory for professional progression in the Hotels subgroup. Again, the level of agreement is the highest throughout and approaches 100% agreement. Furthermore, the findings from questionnaire 1 elaborate how almost all the managers are like minded towards the fact that necessity for communicative competence in English increases with increasing job hierarchy; a quite high percentage viz. 97% of the managers were in favor of this. A conclusion from all the results can be drawn that the demand for communicative competence in English for the hotel sector in employment and promotional phases is an absolute necessity.

It can be concluded that the need for communicative competence in English increases overwhelmingly with increasing job hierarchy with every level for the telecom subgroup. The need here outclasses every subgroup of the sales and services sector. Unlike the sales sector, the need here increases with every hierarchal position whereas for the sales sector it only affects the top positions. Overall, throughout every subgroup, it seems that the need for communicative competence is the highest in the hotels subgroup amongst the selected sales sector subgroups.

5.4 Regression Analysis Findings for Competence in English and Job Appointment and Promotion   (quesionnaire1)

Question number 1 to 4 of the first questionnaire   target the relationship between the role of competence in English language and employees' professional   appointments and promotions. The findings clearly indicate a positive correlation between the two variables. Both from the sales and services sectors , the minimum positive correlation shown is 0.6 while the maximum goes up to 0.92. This clearly validates the previous results obtained through percentages. Hence, proficiency in English does play a role as linguistic capital both in sales and services sector.

5.5 Findings for Communicative Competence Requirement (Questionnaire 1- second part)

This section presents the findings from question 6 of Questionnaire1. Question 6 consisted of multiple traits taken from Bourdieu's model of symbolic capital and Celce-Murcia's model of communicative competence. The questionnaire decides on a scale, the preferences given to certain traits and skills, and the scale ranges from 0-2, 0 standing for not required, 1 for partially required and 2 for required. The score is given to questions and statements which have been generalized to a trait, such as: linguistic, interactional, discourse, and socio-cultural to make cumulative data analysis easier.

5.6 Sales Sector

The following findings are the part of question 6 of questionnaire 1 for the sales sector. Findings for different traits are discussed for Beverages, Food and Electronics industries.

This part deals with the findings of how far 'good command of English language' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'linguistic' trait. This question relates to linguistic competence from Celce-Murcia's model.

From the beverages subgroup, it can be seen that significant percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 40 managers, 75% indicated that the skill was a must and the rest of the 25% partially agreed on the requirement of the skill whereas none of them claimed that the skill was not required. So, it can be concluded that the 'linguistic' trait is highly desired in employees for the beverages subgroup in terms of the potential for promotion.

From the food subgroup, a moderate percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 35 managers, 57% affirmed that the skill was a must and the rest of the 34% partially agreed on the requirement of the skill whereas 9% claimed that the skill was not required. So, it can be concluded that the 'linguistic' trait is only moderately desired in employees for the food subgroup in terms of the potential for promotion.

From the electronic industry, it can be seen that a large percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 35 managers, 63% were of the view that the skill was a must and the rest of the 30% partially agreed on the requirement of the skill whereas 9% claimed that the skill was not required. So, it can be concluded that the 'linguistic' trait is desired in more than the average number of employees for the electronics subgroup in terms of the potential for promotion.

Overall it seems that as far as good a command of English language is concerned, the desire for it in the sales sector is about average since only beverages subgroup showed an overwhelming preference whereas agreement was quite meagre in the case of the other two sectors. So, it can be said that desire for the linguistic trait is also moderate for now in the sales sector.

As far as the role of 'good communication to motivate and persuade the subordinates' is concerned, which is related to the interactional segment of the hybrid model, from the beverages subgroup, a sizeable percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 40 managers, 83% said that the skill was a must and the rest of the 18% partially agreed on the requirement of the skill whereas none claimed that the skill was not required. So, it can be concluded that the 'interactional' trait was highly desired in employees for the beverages subgroup in terms of potential for promotion.

In food industry, a higher than average percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 35 managers, 63% affirmed that the skill was a must and the rest of the 29% partially agreed on the requirement of the skill whereas 6% claimed that the skill was not required. So, it can be concluded that the 'interactional' trait was only moderately desired in employees for the food subgroup in terms of potential for promotion.

As far as electronics industry is concerned, it can be seen that a moderately high percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 35 managers, 63% attested that the skill was a must, 34% partially agreed on the requirement of the skill whereas 3% claimed that the skill was not required. So, it can be concluded that the 'interactional' trait was desired in more than the average number of employees for the electronics subgroup in terms of potential for promotion.

As far as the desire for Good Communication to motivate and persuade subordinates is concerned, there is a very high agreement from the beverages subgroup and higher than average agreement from the food and electronics subgroup. There is definitely more weightage given by the services sector but it does not negate the fact that there was also complete agreement from the sales sector. Hence, the interactional trait's desire is seemingly higher than average for the sales sector.

Maintaining appropriate distance and dressing up appropriately is part of interactional competence. From the beverages subgroup, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a larger percentage claimed that the effect of the skill was partial. Amongst 40 managers, 38% indicated that the skill was a must and 45% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, it can be concluded that the 'interactional' trait is again moderately desired in employees for the beverages subgroup in terms of potential for promotion because although significantly low number of respondents indicated that the skill was required, a large percentage still claimed that it was partially required.

From the food industry, on the other hand, a lower than average percentage of managers agreed with the role in promotion rates of the aforementioned skill and exactly the same percentage claimed that the effect of the skill was partial. Amongst 35 managers, 43% stated that the skill was a must and the rest of the 43% partially agreed on the requirement of the skill;

whereas, 14% claimed that the skill was not required. So, it can be concluded that the 'interactional' trait was only moderately desired in employees for the food subgroup in terms of potential for promotion because a large percentage of respondents agreed that the skill was required.

In the electronics industry, a lower than average percentage of managers agreed with the role in promotion rates of the aforementioned skill and exactly the same percentage claimed that the effect of the skill was partial. Amongst 35 managers, 43% were of the view that the skill was a must and the rest of the 43% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, it can be concluded that the 'Interactional' trait was moderately desired in employees for the electronics subgroup in terms of potential for promotion because a large percentage of respondents agreed that the skill was required.

From the results, it can be seen that absolute agreement on maintaining appropriate distance and dressing up appropriately is nearing 50% throughout the entire sales sector.

'Paying attention to individual needs' plays a role in employees' promotion rates and the aforementioned skill contributes overall to the 'Socio-cultural' trait. Sociocultural competence is yet another important factor of CC, according to the model presented by Celce- Murcia.

From the beverages sector, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a larger percentage claimed that the effect of the skill was partial. Amongst 40 managers, 40% were of the view that the skill was a must, 43% partially agreed on the requirement of the skill whereas 18% claimed that the skill was not required. So, it can be concluded that the 'Socio-cultural' trait is moderately desired in employees for the beverages subgroup in terms of potential for promotion because a large number of managers thought that the skill was partially required.

From the food subgroup, on the other hand, it can be seen that an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with lower than average partially agreeing with it. Amongst 35 managers, 49% stated that the skill was a must, 37% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, it can be concluded that the 'Socio-cultural' trait is only moderately desired in employees for the food subgroup in terms of potential for promotion.

In the electronics industry, it can be seen that a moderate percentage of managers agreed with the role in promotion rates of the aforementioned skill. Amongst 35 managers, 51% stated that the skill was a must, 37% partially agreed on the requirement of the skill whereas 11% claimed that the skill was not required. So, it can be concluded that the 'Socio-cultural' trait is desired in more than the average number of employees for the electronics subgroup in terms of potential for promotion.

Similar to the previous question on the questionnaire, it can be seen that absolute agreement on paying attention to the employees' needs is nearing 50% throughout the entire sales sector and there is also some partial agreement. So, it can be concluded that the interactional trait's desire is slightly higher than average for the sales sector.

Conducting meetings, presentations and public speaking plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'Discourse' trait. This is one of the points that directly targeted the hybrid model of CC. From the beverages subgroup, it can be seen that a near average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a slightly lower percentage claimed that the effect of the skill was partial. Amongst 40 managers, 48% stated that the skill was a must and the 40% partially agreed on the requirement of the skill whereas 13% claimed that the skill was not required. So, it can be concluded that the requirement for the 'Discourse' trait is moderately high in employees for the beverages subgroup in terms of potential for promotion because a large number of managers believe that the skill is partially required.

As far as the food industry is concerned, it can be seen that an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with lower than average people partially agreeing with it. Amongst 35 managers, 51% maintained that the skill was a must, 34% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, it can be concluded that the 'Discourse' trait is only moderately desired in employees for the food subgroup in terms of potential for promotion.

From the electronics industry, a moderate percentage of managers agreed with the role in promotion rates of the aforementioned skill and a slightly lower percentage claimed that the effect of the skill was partial. Amongst 35 managers, 51% affirmed that the skill was a must, 40% partially agreed on the requirement of the skill whereas 9% claimed that the skill was not

required. So, it can be concluded that the 'Discourse' trait is desired in about average number of employees for the electronics subgroup in terms of potential for promotion.

So, it can be conveniently concluded on the basis of the results from questionnaire 1 (part 2) that the skill of conducting meetings, presentations and public speaking is something that is slightly higher than moderately desired for the sales sector, beverages subgroup gave the highest agreement level. Hence, the discourse trait's desire is about higher than average for the sales sector.

Sociocultural competence is yet another important factor of the model presented by Celce-Murcia. 'Communication in accordance with the situation' is a part of sociocultural trait. It plays a role in employees' promotion rates. From the beverages industry, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a slightly higher percentage claimed that the effect of the skill was partial. Amongst 40 managers, 40% stated that the skill was a must and 43% partially agreed on the requirement of the skill whereas 18% claimed that the skill was not required. So, it can be concluded that altogether with those who say the skill is moderately required and highly required, the requirement for the 'socio-cultural' trait is moderate in employees for the beverages subgroup.

From the food industry, an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with significantly lower percentage of people partially agreeing with it. Amongst 35 managers, 49% stated that the skill was a must, 37% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, inclusive of all those who say the skill is required and partially required, the desire for the 'socio-cultural' trait is moderately high in employees for the food subgroup in terms of potential for promotion.

In the electronics industry, it can be seen that a moderate percentage of managers agreed with the role in promotion rates of the aforementioned skill and a significantly lower percentage claimed that the effect of the skill was partial. Amongst 35 managers, 51% stated that the skill was a must, 37% partially agreed on the requirement of the skill whereas 11% claimed that the skill was not required. So, it can be concluded that the 'socio-cultural' trait is desired in about

higher than average number of employees for the electronics subgroup in terms of potential for promotion.

There was an obvious agreement among all the participants both from sales and services sectors when asked whether communication according to the situation is important. There was a high rate of partial agreement from all the sectors and the agreement level was below the median for the sectors except the electronics subgroup. The data from the questionnaire concludes that the skill of Communication in accordance with the job situation is desired only slightly higher than average for the sales sector. Hence, the need for socio-cultural trait remains moderate.

The next important finding comes from linguistic competence dealing with the expression of ideas clearly and correctly. From the beverages subgroup, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a slightly lower percentage claimed that the effect of the skill was partial and the percentage claiming that it was not required was slightly lower than quarter of the respondents. Amongst 40 managers, 43% stated that the skill was a must and the 38% partially agreed on the requirement of the skill whereas 20% claimed that the skill was not required. Despite higher disagreement, inclusive of those who stated the skill was moderately required and highly required, it can be safely said that the requirement for the 'linguistic' trait was moderate in employees for the beverages subgroup.

From the food industry, on the other hand, it can be seen that an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with significantly lower percentage of people partially agreeing with it and the percentage claiming that it is not required is slightly lower than a quarter. Amongst 35 managers, 49% are stated that the skill was a must, 31% partially agreed on the requirement of the skill whereas 20% claimed that the skill was not required. So inclusive of all those who say the skill is required and partially required, the desire for the 'linguistic' trait is about moderate in employees for the food subgroup in terms of the potential for promotion.

In electronics industry, an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with significantly lower percentage of people partially agreeing with it and the percentage claiming that it was not required was slightly lower than a quarter. Amongst 35 managers, 49% maintained that the skill was a must, 31% partially

agreed on the requirement of the skill whereas 20% claimed that the skill was not required. So, inclusive of all those who thought the skill was required and partially required, the desire for the 'linguistic' trait was about moderate in employees for the electronics subgroup in terms of potential for promotion.

In this case, around all the sectors had an absolute agreement level of about 50%; however, the partial agreements were lower and the partial disagreements were higher. So, it is safe to assume that the skill to 'Express ideas clearly and correctly with good pronunciation' is only moderately desired throughout the sales sector. Hence, the desire for linguistic skill is also moderately required by all the sectors in general.

A person's ability to talk to easily and his ability in routine day to day interactions is yet another trait related to the sociocultural aspect of the model presented by Celce-Murcia. From the beverages subgroup it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a slightly higher percentage claimed that the effect of the skill was partial whereas a quarter of managers believed that the skill was not required. Amongst 40 managers, 35% maintained that the skill was a must and another 40% partially agreed on the requirement of the skill whereas 25% claimed that the skill was not required. Despite a higher disagreement, inclusive of a greater number of people who thought that the skill was moderately required and highly required, it can be safely said that the requirement for the 'socio-cultural' trait is almost moderate in employees for the beverages subgroup.

In the food industry, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill with exactly the same percentage partially agreeing with it. Amongst 35 managers, 43% stated that the skill was a must, 43% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, inclusive of all those who said the skill was required and partially required, the desire for the 'socio-cultural' trait is slightly higher than moderate in employees for the food subgroup in terms of potential for promotion.

From the electronics industry, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill with exactly the same percentage partially agreeing with it. Amongst 35 managers, 43% stated that the skill was a must,

43% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, inclusive of all those who thought the skill was required and partially required, the desire for the 'socio-cultural' trait is slightly higher than moderate in employees for the electronic subgroup in terms of potential for promotion.

In this case, only the beverages subgroup statistically was mostly against the skill requirement; however, in the case of electronics and food subgroups, both had high levels of partial agreement and absolute agreement. So, it can be safe to assume that the skill to 'communicate with politeness' is desired moderately throughout the sales sector. Hence, the desire for the sociocultural trait is also moderate.

To be 'good at writing official letters, memos, etc.' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'Discourse' trait. From the beverages industry, it can be seen that a below average percentage of managers agreed with the role in promotion rates of the aforementioned skill and the same percentage claimed that the effect of the skill was partial. Amongst 40 managers, 45% stated that the skill was a must whereas another 45% partially agreed on the requirement of the skill whereas 10% claimed that the skill was not required. Since, there is a great number of respondents claiming that the skill is required and partially required, requirement for the 'Discourse' trait is quite high in employees for the beverages subgroup.

From the food industry, on the other hand, it can be seen that an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with a significantly lower percentage partially agreeing with it. Amongst 35 managers, 51% stated that the skill was a must, 34% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, inclusive of all those who thought that the skill was required and partially required, the desire for the 'Discourse' trait was observed to be slightly higher than moderate in employees for the food subgroup in terms of potential for promotion.

In the electronics industry, it can be seen that slightly higher than average percentage of managers agreed with the role in promotion rates of the aforementioned skill with a significantly lower percentage partially agreeing with it. Amongst 35 managers, 54% stated that the skill was a must, 34% partially agreed on the requirement of the skill whereas 11% claimed that the skill was not required. So, inclusive of all those who thought the skill was required and partially

required, the desire for the 'Discourse' trait is quite significant in employees for the electronics subgroup in terms of potential for promotion.

This time around, the partial agreements and agreements from all industries are very high. It can be safely concluded that the need for the skill to be 'Good at writing official letters, memos, etc.' is highly desired throughout the sales sector. Hence, the need for the discourse trait is also similarly required.

5.7 Services Sector

This part of the chapter presents the finding from question 6 of questionnaire 1 for the Services Sector. Findings for different traits are discussed below for the telecom, banking and hotel industries.

As far as good command of English language for promotion is concerned, from the Telecom industry, it can be seen that a significantly above average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a lower than average percentage claimed that the effect of the skill was partial. Amongst 45 managers, 64% stated that the skill was a must and 33% partially agreed on the requirement of the skill whereas 2% claimed that the skill was not required. Since a larger percentage of respondents claimed that the skill was required and partially required, requirement for the 'Linguistic' trait was found to be significantly high amongst employees for the telecom industry.

From the Banking sector, it can be seen that an overwhelming percentage of managers agreed with the role in promotion rates of the aforementioned skill with exactly 1/4th percentage partially agreeing with it. Amongst 40 managers, 63% were of the view that the skill was a must, 25% partially agreed on the requirement of the skill whereas 14% claimed that the skill was not required. So, inclusive of all those who stated the skill was required and partially required, the desire for the 'Linguistic' trait is very high in employees for the banking subgroup in terms of potential for promotion.

In the Hotel industry,   a significantly higher than average percentage of managers agreed with the role in promotion rates of the aforementioned skill with a lower than average percentage partially agreeing with it. Amongst 40 managers, 65% stated that the skill was a must, 30% partially agreed on the requirement of the skill whereas 5% claimed that the skill was not

required. Hence, inclusive of all those who thought that the skill was required and partially required, the desire for the 'Linguistic' trait is quite significant in employees for the hotels subgroup in terms of potential for promotion.

Overall, it seems that as far as good command of English language is concerned, the desire for it in the services sector is quite high. The highest agreement level comes from the Hotels subgroup and the other two showed nearly similar levels of agreement and partial agreement. So, it can be concluded that the desire for the linguistic trait is also high.

'Good Communication to motivate and persuade the Subordinates' relates to the interactional segment of the hybrid model. From the Telecom sector, an above average percentage of managers agreed with the role in promotion rates of the aforementioned skill and a slightly lower than average percentage claimed that the effect of the skill was partial. Amongst 45 managers, 56% were of the view that the skill was a must and of the remaining 40% partially agreed on the requirement of the skill whereas 4% claimed that the skill was not required. Since a large number of respondents claimed that the skill was required and partially required, requirement for the 'Interactional' trait is quite high in employees for the telecom industry.

In the Banking sector, it can be seen that an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with higher than 1/4th percentage partially agreeing with it. Amongst 40 managers, 53% stated that the skill was a must, 30% partially agreed on the requirement of the skill whereas 18% claim that the skill was not required. So, inclusive of all those who thought the skill was required and partially required, the desire for the 'Interactional' trait is quite high amongst employees for the banking subgroup in terms of potential for promotion.

As far as Hotels industry is concerned, it can be seen that higher than average percentage of managers agreed with the role in promotion rates of the aforementioned skill with a lower than average percentage partially agreeing with it. Amongst 40 managers, 63% stated that the skill was a must, 33% partially agreed on the requirement of the skill whereas 5% claimed that the skill was not required. Hence, inclusive of all those who said the skill was required and partially required, the desire for the 'Interactional' trait is quite significant in employees for the hotels subgroup in terms of potential for promotion.

It can be clearly seen through the questionnaire statistics that the desire for 'good communication to motivate and persuade the subordinates' is high for the services sector. The highest agreement again comes from the Hotels subgroup and despite the fact that absolute agreement from the other 2 subgroups is slightly lower, the partial agreements put them on nearly the same level. Hence, the interactional trait's desire is seemingly high in the services sector.

'Maintaining appropriate distance and dressing up appropriately' is also a part of interactional element. From the Telecom industry, it can be seen that slightly below average percentage of managers agreed with the role in promotion rates of the aforementioned skill, a lower than average percentage claimed that the effect of the skill was partial with near 1/4 of the respondents claiming that the skill was not required. Amongst 45 managers, 44% thought that the skill was a must and 33% partially agreed on the requirement of the skill whereas 22% claimed that the skill was not required. There was a much smaller number of respondent who claimed that the skill was not required but considering the number who thought that the skill was required and partially required, it can be concluded that the requirement for 'Interactional' trait is moderate among employees from the telecom subgroup.

In the Banking subgroup, an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with below average partially agreeing with it and near 1/4th percentage claiming that the skill was not required. Amongst 40 managers, 48% stated that the skill was a must, 33% partially agreed on the requirement of the skill whereas 20% claimed that the skill was not required. So, inclusive of all those who thought the skill was required and partially required, the desire for the 'Interactional' trait is about moderate among employees from the banking subgroup in terms of potential for promotion despite some disagreement.

In the Hotels subgroup, on the other hand, it can be seen that nearly 3/4 of the managers agreed with the role in promotion rates of the aforementioned skill with exactly ¼ of them partially agreeing with it. Amongst 40 managers, 70% thought that the skill was a must, 25% partially agreed on the requirement of the skill whereas 5% claimed that the skill was not required. Hence, inclusive of all those who thought the skill was required and partially required,

the desire for the 'Interactional' trait is enormous among employees for the hotels subgroup in terms of potential for promotion.

Findings from the questionnaire suggest that absolute agreement on 'Maintaining appropriate distance and dressing up properly' is nearing 50% on the telecom and banking subgroups where there is also a high level of partial agreement. In the case of Hotels subgroup, however, there is an overwhelmingly high level of agreement with the statement probably because interaction with other people is more common. However, overall it can be concluded that the desire for this particular skill is moderately high in the services sector. Hence, the interactional trait's desire is also moderately high for the service sector.

'Paying attention to individual needs' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'Socio-cultural' trait. From the Telecom sector, slightly below average percentage of managers agreed with the role in promotion rates of the aforementioned skill whereas a lower than average percentage claimed that the effect of the skill was partial with near ¼ of the respondents claiming that the skill was not required. Amongst 45 managers, 44% were of the view that the skill was a must and 33% partially agreed on the requirement of the skill whereas 22% claimed that the skill was not required. There was a much smaller number of the respondents who thought that the skill was not required, but considering the number of those who thought the skill was required and partially required, it can be concluded that the requirement for the 'socio-cultural' trait was moderate among employees for the telecom subgroup.

In the Banking subgroup, on the other hand, an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with below average partially agreeing with it and near ¼ of them claiming that the skill was not required. Amongst 40 managers, 45% indicated that the skill was a must, 38% partially agreed on the requirement of the skill whereas 18% claimed that the skill was not required. So, inclusive of all those who claimed that the skill was required and partially required, the desire for the 'socio-cultural' trait is moderate among the employees for the banking subgroup in terms of their potential for promotion despite some disagreement.

From the Hotel subgroup, nearly 3/4 of the managers agreed with the role in promotion rates of the aforementioned skill with exactly ¼ of them partially agreeing with it. Amongst 40

managers, 70% indicated that the skill was a must, almost 25% partially agreed on the requirement of the skill whereas 5% claimed that the skill was not required. Hence, inclusive of all those who claimed the skill was required and partially required, the desire for the 'Interactional' trait is enormous among employees for the hotels subgroup in terms of potential for promotion.

The findings suggest that there is an absolute agreement on the skill of 'Paying attention to individual needs' in the hotels subgroup. It is nearing 50% on the telecom and banks subgroup where there is also a high level of partial agreement. Therefore, overall it can be concluded that the desire for this skill is moderately high in the services sector. Likewise, the socio-cultural trait's desire is also moderately high for the service sector.

Being 'Good at conducting meetings, presentations and public speaking' contributes overall to the 'Discourse' trait. From the Telecom industry, it can be seen that slightly above average percentage of managers agreed with the role in promotion rates of the aforementioned skill, an almost average percentage claimed that the effect of the skill was partial. Amongst 45 managers, 56% stated that the skill was a must and the 40% partially agreed on the requirement of the skill whereas 4% claimed that the skill was not required. Considering the number of those who thought the skill was required and partially required, it can be concluded that requirement for the 'Discourse' trait is quite higher than average in employees from the telecom subgroup.

In the banking subgroup, it can be seen that exactly 1/2 of managers agreed with the role in promotion rates of the aforementioned skill with slightly below average partially agreeing with it. Amongst 40 managers, 50% thought that the skill was a must, 43% partially agreed on the requirement of the skill whereas 8% claimed that the skill was not required. So, inclusive of all those who indicated the skill was required and partially required, the desire for the 'Discourse' trait is about moderately high in employees from the banking subgroup in terms of potential for promotion despite some disagreement.

As far as Hotels subgroup is concerned, exactly 1/2 of managers agreed with the role in promotion rates of the aforementioned skill with below average partially agreeing with it. Amongst 40 managers, 50% stated that the skill was a must, almost 35% partially agreed on the requirement of the skill whereas 3% claimed that the skill was not required. Hence, inclusive of

all those who thought the skill was required and partially required, the desire for the 'Discourse' trait is significant in employees from the hotels subgroup in terms of potential for promotion.

At this point, through the questionnaire statistics, it can be easily seen that all the organizations from the services sector have near similar levels of agreement and partial agreement and the disagreement towards the statement is actually non-existent. Hence, it can be easily said that the skill of conducting meetings, presentations and public speaking is highly desired in the services sector and so is the desire for the discourse trait.

'Communication in accordance with the situation' plays a role in employee promotion rates and the aforementioned skill contributes overall to the 'socio-cultural' trait. From the Telecom subgroup, it can be seen that slightly below average percentage of managers agreed with the role in promotion rates of the aforementioned skill, below average percentage claimed that the effect of the skill was partial while nearly a quarter percentage indicated that the skill was not required. Amongst 45 managers, 44% were of the view that the skill was a must whereas 33% partially agreed on the requirement of the skill whereas 22% claimed that the skill was not required. Considering the number of those who indicated the skill was required and partially required it can be concluded that requirement for the 'socio-cultural' trait is moderately low in employees for the telecom subgroup since there were a considerable number of managers against the skill's requirement.

From the Banking sector, exactly 1/2 of managers agreed with the role in promotion rates of the aforementioned skill with below average partially agreeing with it. Amongst 40 managers, 50% stated that the skill was a must, 38% partially agreed on the requirement of the skill whereas 13% claimed that the skill was not required. So, inclusive of all those who indicated the skill was required and partially required, the desire for the 'socio-cultural' trait is high in employees for the banking subgroup in terms of potential for promotion despite disagreement.

From the Hotels subgroup, exactly 1/2 of the managers agreed with the role in promotion rates of the aforementioned skill with below average partially agreeing with it. Amongst 40 managers, 50% were of the view that the skill was a must, 40% partially agreed on the requirement of the skill whereas 10% claimed that the skill was not required. Hence, inclusive of all those who indicated the skill was required and partially required, the desire for the 'socio-

cultural' trait was high in employees from the hotels subgroup in terms of potential for promotion.

There is a higher degree of partial agreements from all the subgroups and the absolute agreements are near or slightly below the median. The highest disagreement comes from the Telecom sector. Findings from the questionnaire suggest that the skill of 'Communication in accordance with the job situation' is desired only slightly higher than average for the sales sector. Hence, the need for socio-cultural trait remains moderately high.

As discussed before, 'Expression of ideas clearly and good communication' contribute overall to the 'linguistic' trait. From the Telecom industry, slightly below average percentage of managers agreed with the role in promotion rates of the aforementioned skill, below average percentage claimed that the effect of the skill was partial while nearly a quarter percentage said that the skill was not required. Amongst 45 managers (44%) said that the skill was a must and 33% partially agreed on the requirement of the skill whereas 22% claimed that the skill was not required. Considering the number of those who said the skill was required and partially required, it can be concluded that requirement for the 'Linguistic' trait is moderately low in employees for the telecom sector.

As far as banking sector is concerned, it can be seen that below average percentage of managers agreed with the role in promotion rates of the aforementioned skill with an even lower percentage partially agreeing with it while exactly $1/4^{th}$ saying that the skill was not required. Amongst 40 managers, 40% stated that the skill was a must, 35% partially agreed on the requirement of the skill whereas 25% claimed that the skill was not required. So, inclusive of all those who said the skill was required and partially required, the desire for the 'Linguistic' trait is moderate in employees for the banking subgroup in terms of potential for promotion because of high disagreement.

In the Hotels subgroup, on the other hand, nearly 1/2 of managers agreed with the role in promotion rates of the aforementioned skill with below average partially agreeing with it and nearly 1/4 saying that it was not required. Amongst 40 managers, 45% stated that the skill was a must, 35% partially agreed on the requirement of the skill whereas 20% claimed that the skill was not required. Hence, inclusive of all those who said the skill was required and partially

required, the desire for the 'Linguistic' trait is moderate in employees for the hotels subgroup in terms of potential for promotion.

This time, around all the subgroups had an absolute agreement level of just below average; however, the partial agreements were lower and the absolute disagreements were higher and the absolute disagreements reached nearly 25% for all subgroups. So, it is safe to assume that the skill to 'Express ideas clearly and correctly and good pronunciation' is only moderately desired throughout the services sector. Hence, the desire for linguistic skill is also moderate.

Being 'Easy to talk to and good at routine day to day interaction' contributes overall to the 'socio-cultural' trait. From the Telecom sector, it can be seen that slightly below average percentage of managers agreed with the role in promotion rates of the aforementioned skill, below average percentage claimed that the effect of the skill was partial while nearly a quarter percentage said that the skill was not required. Amongst 45 managers, 44% stated that the skill was a must and 38% partially agreed on the requirement of the skill whereas 18% claimed that the skill was not required. Considering the number of those who said the skill was required and partially required, it can be concluded that the requirement for the 'socio-cultural' trait is moderately low in employees for the telecom subgroup since there are a large number of managers against the skill's requirement.

From the banking subgroup, it can be seen that below average percentage of managers agreed with the role in promotion rates of the aforementioned skill with nearly the same percentage partially agreeing with it whereas the disagreement was high at above 1/4 percentage. Amongst 40 managers, 38% said that the skill was a must, 35% partially agreed on the requirement of the skill whereas 28% claimed that the skill was not required. So, inclusive of all those who said the skill was required and partially required, the desire for the 'socio-cultural' trait is moderate to low in employees for the banks subgroup in terms of potential for promotion due to high disagreement.

In the hotel industry, a significantly high percentage of managers agreed with the role in promotion rates of the aforementioned skill with exactly 1/4 partially agreeing with it. Amongst 40 managers, 63% said that the skill was a must, 25% partially agreed on the requirement of the skill whereas 13% claimed that the skill was not required. Hence, inclusive of all those who said

the skill was required and partially required, the desire for the 'socio-cultural' trait was high in employees for the hotels subgroup in terms of potential for promotion.

There is a very high level of agreement from the Hotels subgroup and the most disagreement to the statement comes from the banking subgroup. The telecom subgroup showed a moderate level of agreement. Again since hotels is a service with more interaction with people, it is justifiable why the desire for the skill there is highest. So, it is safe to assume that the skill to 'communicate with politeness' is desired moderately high throughout the services sector. Hence, the desire for the socio-cultural trait is also moderately high.

Being 'Easy to talk to and good at routine day to day interaction' plays a role in employee's promotion rates and the aforementioned skill contributes overall to the Formulaic competence. From the Telecom subgroup it was seen that slightly below average percentage of managers agreed with the role in promotion rates of the aforementioned skill, about average percentage claimed that the effect of the skill was partial while nearly a quarter percentages indicated that the skill was not required. Amongst 45 managers, 40% said that the skill was a must and 42% partially agreed on the requirement of the skill whereas 18% claimed that the skill was not required. Considering the number of those who said the skill was required and partially required, it can be concluded that the requirement for the 'formulaic' trait is moderately low in employees from the telecom subgroup since there are many managers against the skill's requirement.

In the banking subgroup, average percentage of managers agreed with the role in promotion rates of the aforementioned skill with significantly below average partially agreeing with it whereas the disagreement was nearly 1/4 of the total number of respondents. Amongst 40 managers, 50% said that the skill was a must, 30% partially agreed on the requirement of the skill whereas 20% claimed that the skill was not required. So, inclusive of all those who said the skill was required and partially required, the desire for the 'formulaic' trait is moderate to low in employees from the banking subgroup in terms of potential for promotion due to high disagreement.

From the Hotels subgroup, on the other hand, it was seen that an average percentage of managers agreed with the role in promotion rates of the aforementioned skill with about 1/4 partially agreeing with it. Amongst 40 managers, 55% stated that the skill was a must, 30%

partially agreed on the requirement of the skill whereas 15% claimed that the skill was not required. Hence, inclusive of all those who thought the skill was required and partially required, the desire for the 'formulaic' trait is high in employees for the hotels subgroup in terms of potential for promotion.

Again the highest level of absolute agreement came from the hotels subgroup whereas the other two subgroups have similarly high absolute agreements and high partial agreements. So, it can be easily concluded that the skill 'Easy to talk to and being good at routine day to day interaction' has a moderately high desire in the services sector and the same goes for the Formulaic trait.

5.8 Findings for Communicative Competence and Job satisfaction (Questionnaire 2)

Questionnaire 2 is based on collecting the opinions of employees on how the communicative competence of their immediate supervisor affects their job satisfaction. The questions are designed in the light of the hybrid model and they correlate with Question 6 in Questionnaire 1.

5.9 Sales Sector

From the beverages subgroup, overall 75% of the respondents ended up giving their supervisors higher than 30 marks meaning that a significant portion in the beverages subgroup believed that their supervisors had good communicative competence. 40% (16 respondents) were highly satisfied with their job and 33% (13 respondents) were very satisfied which accumulated to 73% (29 respondents) who were satisfied with their job. The total dissatisfaction was at 9% (3 respondents) and 21% (8 respondents) were neutral about their satisfaction level. The corporate culture of the beverages subgroup was overall very favorable in terms of job satisfaction as per the responses and a majority of supervisors were found to be communicatively competent.

In the food industry, overall 66% of the respondents ended up giving their supervisors higher than 30 marks meaning that a moderately high portion in the food subgroup believed that their supervisors had good communicative competence. 43% (15 respondents) were extremely satisfied with their job and 17% (6 respondents) were very satisfied which accumulated to 60% (21 respondents) who were satisfied with their job. The total dissatisfaction was at 17% (6

respondents) and 26% (9 respondents) were neutral about their satisfaction level. The findings suggest that in the food subgroup, there is overall moderate to high job satisfaction as per the responses and a majority of supervisors were competent in communication.

As far as electronics subgroup is concerned, an overall 49% of the respondents ended up giving their supervisors higher than 30 marks meaning that an average portion in the electronics subgroup believed that their supervisors had good communicative competence. 46% (16 respondents) were extremely satisfied with their job and 40% (14 respondents) were very satisfied which accumulates to 86% (30 respondents) who were satisfied with their job. There was no dissatisfaction and 15% (5 respondents) were neutral about their satisfaction level. The corporate culture of the electronics subgroup suggests an overwhelmingly high job satisfaction as per the responses despite the fact that only half of the supervisors have communicative competence.

Collectively, it can be deduced that, for all of these sales sector organizations, a supervisor's communicative competence plays a huge role in assuring job satisfaction of those who work under them. Both beverages and food subgroups show a high level of satisfaction due to the aforementioned reason but the electronics subgroup seems to have equal if not higher satisfaction level despite having supervisors with inferior communicative competence. However, the difference is not enough to warrant that the supervisor's communicative competence does not play a role at all in job satisfaction for electronics subgroup.

5.10 Services Sector

From telecom industry, overall 55% of the respondents ended up giving their supervisors higher than 30 marks meaning that a moderate portion in the telecom subgroup believed that their supervisors had good communicative competence. 15% (7 respondents) were extremely satisfied with their job and 36% (16 respondents) were very satisfied which accumulates to 51% (23 respondents) who were satisfied with their job. 20% (9 respondents) were dissatisfied with their job and 8% (4 respondents) were very dissatisfied. The total dissatisfaction was at 28% (13 respondents) and 18% (8 respondents) were neutral about their satisfaction level. In the telecom subgroup, overall moderate job satisfaction can be seen as per the responses and a slightly higher than average number of supervisors were found to be communicatively competent.

In the banking subgroup, overall 64% of the respondents ended up giving their supervisors higher than 30 marks meaning that higher than average portion in the banking subgroup believed that their supervisors had good communicative competence. 46% (18 respondents) were extremely satisfied with their job and 13% (5 respondents) were satisfied which accumulates to 59% (23 respondents) who were satisfied with their job. 18% (8 respondents) were dissatisfied with their job and 6% (2 respondents) were very dissatisfied. The total dissatisfaction was at 24% (10 respondents) and 18% (7 respondents) were neutral about their satisfaction level. The corporate culture of the banks subgroup suggested slightly higher than moderate job satisfaction as per the responses. It also depicted that higher than average number of supervisors were communicatively competent.

From hotels subgroup, overall 61% of the respondents ended up giving their supervisors higher than 30 marks meaning that higher than average portion in the banking subgroup believed that their supervisors had good communicative competence. 33% (13 respondents) were extremely satisfied with their job and 28% (11 respondents) were satisfied which accumulated to 61% (24 respondents) who were satisfied with their job. 21% (8 respondents) were dissatisfied with their job and 5% (2 respondents) were very dissatisfied. The total dissatisfaction was at 26% (10 respondents) and 13% (5 respondents) were neutral about their satisfaction level. The corporate culture of the hotel industry shows a slightly higher than moderate job satisfaction as per the responses and higher than average number of supervisors were competent in communication.

All the subgroups of the services sector showed a moderately high satisfaction level with mediocre levels of supervisor's communicative competence. This clearly proves the claim that a supervisor's communicative competence positively affects the subordinates' job satisfaction is true because comparatively, from the sales sector, there was overwhelmingly high satisfaction among food and beverages subgroup as a result of statistically higher communicative competence levels of the supervisors.

5.11   Regression Analysis Findings of the Role of CC on JS .

Both in sales and services sectors there is a strong   positive correlation between the communicative competence of supervisors   and employees' job satisfaction in the sales sector. From the sales sector the highest coefficient correlation is observed in the beverage industry which is 0.96 where as the lowest noted is in food industry i.e 0.67. On the other hand from services sector,   the strongest co relation observed is in telecom industry which is 0.90 where as the lowest noted is in Banking sector which is 0.65 The results were almost similar to the analysis in the previous section. Overall there is a strong positive correlation between the independent variable i.e. communicative competence and dependent variable which is job satisfaction. This clearly validates the result and suggests that supervisor's communicative competence has a strong impact on employees' job performance.

5.12   Findings from Interviews

Six interviews were conducted with the managers from HR departments of the selected corporate sector organizations. The interview data was analysed using descriptive coding. The findings from the interviews are as under:

- For the role of CC at the time of appointment, all the respondents replied in affirmative especially for the managerial level positions. However, according to the managers HR of beverages subgroup and food subgroup, at times at the junior level managerial positions, the experience and technical expertise were given more preference than the CC. On the other hand, in the service sectors, a command on English language was considered a pre-requisite whether at the junior level managerial positions or the senior level positions.

- As far as consideration of CC in English language at the time of an employee's professional progression is concerned, all the respondents showed agreement. There is a special segment allocated for competence in English which is considered at the time of the employee's professional progression and promotion.   In the telecom sector, at times the managers have to communicate to the non-native managers; in such cases, competence in English is absolutely essential.   Similarly, at higher tier of management, the mangers are required at times to initiate the written and oral correspondences; in case

of writing, the medium of interaction is English so it becomes essential for the employees to have a sound competence in English.

- Currently, there is no system in place to assess the CC of the employees; the assessment is done on the basis of general observation. However, in the services sectors, there is a system to conduct ongoing official trainings on communication and interpersonal skills.

- In almost all the organizations, the lack of communicative competence hinders a person's professional promotion; however, in the beverages and food industry in the case of requirement of technical expertise, a person is promoted even with a lack of CC. However, with almost similar technical expertise between two potential candidates, a person with better CC is preferred.

- In all the subgroups, the need for CC increases with each professional progression. However, in the sales sector organizations, especially food and beverages industries, it is required, but the need increases at a very top level management.

- As far as the key skills and traits required by the employees are concerned, communicative competence is one of the key skills required. It is a key job requirement in modern corporate set-ups. Out of technical knowledge, commitment and communicative competence, CC stands third on the rating scale of the key job requirements. However, it is an essential requirement and one of the factors considered at the time of job promotions.

- Regarding the importance of communication to persuade the subordinates, there was complete agreement among the participants. The HR manager of the telecom subgroup stated that whether the employees are at the junior level management or senior level management, they need the ability to motivate and persuade their subordinates to work. The HR manager of the banking subgroup, on the other hand, stated that employees had to work under critical work environments; in such a scenario, it was extremely important

for the managers to keep their employees motivated to work. An employees' ability to motivate the workers, thus, was considered an added advantage and ability.

- As far as a person's ability to maintain a proper distance and dress up appropriately is concerned, there were varied views, especially from food, beverages and electronics subgroups. In other words, the sales sectors have almost similar requirements but they are different from the services sector. In the sales sector, the requirement at each tier of management is different for dress code. It is because of the fact that the requirement for dress varies from position to position and from job requirement to job requirement. However, as far as the appropriateness of the dress code is concerned, it is expected that the employees dress according to the requirement.

- For the role of a manager, to consider the individual needs of the employees, there was a unanimous agreement among all the organizations. According to the manager HR of the telecom subgroup, in today's competitive environment, employees' retention is very important. Providing a conducive environment is the job of the organization through individual managers. Paying attention to the employees' needs is one such factor that keeps them satisfied. Therefore, it was deemed highly important for the managers to have this capability.

- Conducting meetings, presentations and public speaking are the part of discourse competence. Both from services and sales sectors, the respondents were at agreement that discourse competence was highly important in modern corporate set-ups. Moreover, the need for discourse competence increases as one grows up to the higher tier of management.

- Communication in accordance with the socio-cultural context inside and outside the organization is an important factor for effective flow of communication. There was an obvious agreement among all the participants both from sales and services sectors that communication according to situation was important.

- Regarding communicating the ideas clearly, correctly and with good pronunciation, there were varied views presented by the organizations. As far as clarity and correctness is concerned, there was unanimous agreement among all the participants both from sales and services sectors. However, regarding pronunciation, participants from services sector have different views from the participants of the sales sector organizations. In the sales sector, almost all the participants believed that pronunciation did not matter as long as the message was sent across. However, at higher tier and in the marketing and HR departments, the managers were expected to be good in terms of pronunciation though it was not a pre-requisite. In the services sectors, on the other hand, all in banks, telecom and hotel subgroups, pronunciation did matter because there was a constant liaison with people, and thus people with different backgrounds were communicated with. This required the employees to be adept in pronunciation as well. For certain departments such as supply chain and finance department, a person's technical expertise was preferred even if their pronunciation was not good.

- Regarding the use of politeness strategies by managers in corporate sector organizations, there was a strong agreement among all the respondents. The manager HR of the telecommunication subgroup stated that in this competitive corporate set-up, employees' retention is a challenging task. Politeness is one of the strategies used by the mangers to keep them satisfied.

- In all the subgroups, both from sales and services sectors, expertise in formulaic competence especially in routine day to day interaction was considered very important. However, in certain departments such as in marketing, it was considered more important than the other departments. Similarly, the in banks and hotels, daily interactions were extremely important as these two organizations had to interact with customers from multiple backgrounds. Therefore, expertise in routine interactions was considered very important.

- Discourse competence refers to a person's expertise in different situations of discourse such as writing official memos, letters and other official documents. It is essential

requirement in all the organizations. However, in banks, the employees' ability to write well was considered a must. It was because of the sensitivity of job that the employees had to carry out.

5.13 Discussion

The focus of the current study is to ascertain the effect of communicative competence on employees' job performance in Pakistani corporate set-up.   Corporate sector organizations primarily work for generating revenue.   There are three types of corporate organizations: the primary sector dealing with raw material, secondary sector dealing with manufacturing goods and tertiary sector which caters for sales and services. For the current study, only tertiary level corporate sector organizations, dealing with sales and services, were studied. Another important factor related to the current research is job performance. As discussed before, there are two indicators of employees' job performance, i.e., how productive an employee is and how far an employee is progressing through ranks. Generally, job productivity is the outcome of job satisfaction and perks.

Kienzle & Shadur (1998) suggest that numerous factors determine the job satisfaction. These factors include age, salary, gender and communication of the supervisor. Furthermore, the incentives given to the supervisors also play a role. But the most important factors are the ones which emerge from the nature of job.

Many researchers believe that of all the factors, a very important factor playing its role in job satisfaction is the relationship between the managers and the employees. Kienzle & Shadur (1998) state that these relationships take place in organization through various methods of communication. The relationship is at times affected due to lack of communicative competence, and as a result, many employees leave their jobs. It is clearly in line with the findings of the present study.

As discussed earlier, the model that is used as a framework   for the current study is derived from is derived from the Hybrid Model. Hybrid Model of CC incorporates the segments both from Bourdieu's (1986) Model of Capital and Celce-Murcia's (2007) Model of CC. Murcia's model of communicative competence includes competence in six elements, i.e., Socio-cultural, Discourse, Linguistic, Formulaic, Interactional, and Strategic as mentioned before. On the other hand, Bourdieu, distinguishes between economic capital and symbolic capital which

includes: Linguistic Capital, Scientific Capital, Cultural Capital and Literary Capital. All of these capitals work in the respective fields. There are five elements of the Hybrid Model devised specifically for the current study including: Socio-Cultural, Discourse, Linguistic competence which is accommodated as English as Linguistic Capital, Formulaic and Interactional Communicative.

According to the findings of the current research, English as Linguistic Capital is a very significant factor of CC. Smith (1985), on the other hand, suggest English is essential to effective communication in companies and this effective communication help in the survival of organizations. On the other hand, communication helps in the flow of information in the company, through formal or informal channels. For the formal correspondences, formal channel is used which include memos, official letters, and policy statements and reports. These channels are usually vertical forms of communication undertaken between the employer, manager and the staff employed under them. Linguistic Capital is important for informal communication as well; informal communication is horizontal. Corporate organizations believe that they are essential both for the better understanding of organization and organizational culture.

As discussed earlier in Chapter 2, suggested by Rahman (2009), there is a dire need of CC in all the corporate sector organizations. With rise in ranks, the professionals' need for communication also increases. These individuals spend most of their time speaking, rather than any other activity and if speaking is indeed such an important aspect of the management job, then it is essential to develop communicative competence required for such tasks. Speaking thus in this case is more important in organization than writing.

The same is true of Pakistani corporate sector organization. In all the sales sector organization CC in English is considered at the time of employees' appointments and promotion. On the other hand, an employees' lack of communicative competence hinders a person's professional progression. Overall, the findings of the study clearly indicate that communicative competence is essential for the entirety of the sales sector. While it is evident that the least priority overall given to it is by the food industry, it still does not negate the fact that the need for it is required to a high extent.

From the services sector, on the other hand, the telecom sector gives a very high regard to communicative competence before a person is employed, even at junior levels and the same

amount of preference is given to communicative competence when an employee's promotion is considered. Moreover, a similarly high agreement level is given to the fact that lack of communicative competence hinders professional progression. Similarly, the need for communicative competence in English increases overwhelmingly with increasing job hierarchy on every position for services sector, and unlike the sales sector the need here increases with every hierarchal position whereas for the sales sector it only affects the top positions. Overall throughout every organization, it seems the need for communicative competence is the highest in the hotels industry of the service sector, so much so that it is absolutely essential in all regards. The case for the entirety of the service sector is such that communicative competence is necessary; the service sector entirely surpasses the levels of necessity established by the sales sector. This may be because of the direct interaction of the employees with the customers.

Bourdieu's (1977) in his classical model of linguistic capital suggests that   any form of cultural capital which is defined at the level of human individual is classified as the cultural (linguistic capital) of the person. It is a classical representation of the concept. Generally, it is observed that a superior accent that signifies an upper class culture is taken more seriously in certain situations than people of perhaps a lower-culture accent. Language or proficiency in any skill of language in a specific superior accent /dialect thus represents supposed financial or social standing. Thus language, communication or socio-linguistic behavior, in itself is an acquired form of capital that can and will benefit the said individual in certain social matters and speech sets. The speaker enjoys more credibility as compared to a speaker of less eloquence even though the subject matter and actual social standing may differ altogether.

As far as the current research is concerned, English as linguistic capital and communicative competence in English is given due consideration in all the corporate sector organizations. As discussed earlier, the command of language is a part of linguistic competence. The necessity for good command of English language is mediocre in the sales sector with beverages showing the overwhelming preference towards it as compared to food and electronic industry. However, it can be concluded safely that the overall necessity for it and the associated linguistic trait is moderate. On the other hand, the necessity for good command of English language is immense in the service sector. Overall, the requirement for a command on English language in services sector especially in Hotels industry is found to be very high.

The current study and the framework aimed at carrying out the analysis through communicative competence in which socio cultural and interactional and formulaic elements were three of the five important segments. Both in sales and services sectors these factors were given due consideration at the time of employees' appointment and promotions. This is complemented by a study conducted by Habermas (1970) who argued that the understanding of communication is almost crucial to any social and political understanding. He further called for a communicative competence that went beyond local and cultural heritage towards a more global and "universal conditions" of possible understandings. Habermas further argued that organizations require trouble-free, smooth communication among the employees which is only possible by taking into account a community's social behavior for effective communication

The current Hybrid model of communication and subsequent findings are also pertinent to the study conducted by Farace, Monge & Russel (1977) who suggest that there are three kinds of communication in a workplace. These are divided into task-oriented communication, innovation-related communication and maintenance-related communication (social topics that maintain human relationships). The study accounted that interpersonal communication (that falls into the socio-emotional-oriented communication) usually creates social support by inducing emotional attachments to the work. As a result of social support, love, respect and acceptance, emerge among the employees both at horizontal and vertical levels; it also fuels exchange of information that helps the spread of knowledge and expertise more evenly in the workspace. Such kind of a scenario establishes a cooperative environment and as a result new employees learn from their senior counterparts.

Yet another study that supports the findings of the current research states that the workplace can offer a unique kind of emotional support that cannot be imitated back at home. Such support emerges from communicative competence of the employees. Critically speaking, the employees spend more than half their day in the workplace. If this twelve -hour commitment lacks emotional support provided through communication, it can create resentment for the company in the employee in the long run. Therefore, the role of communication in employees' and organization's success in enormous (Etzion, 1984).

As suggested by the findings that linguistic capital, in this case English as linguistic capital, has a very important role to play in employees' job performances. The employees with better communicative competence tend to have better chances to be promoted on organizational ladder. Same is suggested by Bourdieu (1986), as discussed earlier. According to him, discourse or competence in language is also a kind of symbolic asset. Linguistic competence, like any other kind of competence, usually functions in a certain market. The findings of the current study also reveal that English as linguistic capital has an important role i.e. in most of the cases, the preference given to this trait is far above average, in both sales and services sector organizations.

Buresova (2015) also suggests that technical and business writing of the employees is one of the most important aspects of corporate sector jobs. Moreover, in the modern world, success in job is not only related to the expertise in a single field alone; it is a combination of knowledge about a lot of fields. This results in an employer to have a diverse workforce and have a better intellectual and linguistic capital on board. Therefore, for the modern everyday corporate employee, communicative competence, linguistic capital and discourse competence and the commitment that drives that competence are essential. The findings of these studies are clearly in line with the findings of the present study.

The lingual framework of modern communicative languages suggests that all the languages are constantly evolving and it is expected that it will assimilate and with time involving gathering information and socio-linguistic hints through everyday speech (Gumperz, 1982). Basically, an "Englishman" might know how to speak flawless English, but he cannot communicate with an American without having some cultural and social insight into that particular side of the English world. Many of the idioms, similes and such structures of communication have deep roots into the cultural and socio-linguistic aspects of the modern cultures that not only evolve with time, but also accept and deject certain elements with time. Thus, the generalization is that learning the processes of a language is an on-going process that requires the understanding of empirical everyday changes and set in a range of natural settings. All this is the part of formulaic competence. In all the sectors, including sales and services sectors, proficiency in formulaic competence especially in routine day to day interaction was given high significance in more or less the same manner

Another significant objective of the study was to determine to what extent communicative competence of the immediate supervisor of an employee had an effect on the job satisfaction of the employees. A study conducted by Chow (2000) in China also revealed that communication is the necessary link between exploring the employee commitment to the company and the relationship between social-emotional communication and work-oriented communication between the employees. The study further suggested that social-economic communication between the subordinates and the leaders or the supervisor and the supervisee is an indicator of positive commitment to work among the employees. Basically, the study indicated that leaders in the company who communicate more with their sub-ordinates on a social and emotional level are better leaders and make more fruitful teams as compared to leaders who keep the communication simply professional. In a nutshell, the study suggested that "effective communication" is more about opening channels of communication and empathy than simply dissolving the communication barrier. The present study clearly supports the findings of this study and clearly suggests that there is a link between supervisor's communicative competence and subordinates' job satisfaction.

Another similar study was conducted by Moscardo (1999). According to him, giving meaning to everyday work is very difficult when employees are not motivated. Motivation can be incentivized via bonuses and monetary or career based objectives but the best way to motivate is by the effective communication of the leaders specially while assigning a task. Furthermore, it can direct feelings of sympathy with not only the person in charge but also helps to develop an emotional commitment in addition to the professional commitment to their work. It is also worth-mentioning that the study revealed that positive socio-emotional communication at work also enhances the quantity of strategic information passed at management level and also helps develop the organization's vertical management tier system. It is very important to note that vertical communication in an organization is one of the most important indicators of organizational success, and one of the biggest hurdles in this communication is the communication gap created by the boss by formal and emotionally stale relationship with their employees. This results in the employees to be burdened during vertical communication and hence many problems and strategic information are not passed up in the hierarchy.

Quite in line with the above-mentioned studies, the present study clearly demonstrated that the supervisor's communicative competence was directly proportional to the employee's job satisfaction – the better the communicative competence, the higher the job satisfaction. In all the subgroups from sales and services sectors, the result indicated a direct relationship between job satisfaction and communicative competence.

5.14 Chapter Summary

The findings from the three data collection tools: questionnaire 1, questionnaire 2 and interviews, clearly indicate that in the selected corporate sector organizations, CC in English is considered at the time of employees' appointment and promotions. Overall, it can be clearly seen that communicative competence is necessary for all the corporate sector organizations, for both sales as well as services sectors; particularly, a command on English language gives a person an edge over the rest of his/her employees. Moreover, the findings of the study also help to establish that a holistic communicative competence is a better indicator of employees' job performance than only linguistic one. It is because whether it is linguistic competence, formulaic competence, interactional competence, sociocultural competence or discourse competence, there is a definite requirement of all of these in the corporate sector organizations. As far as the link between communicative competence and employees' job performance is concerned, the findings indicate that there is a direct relationship between communicative competence and job satisfaction.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

Because of the rising global multinational corporate culture, communication has become very important for the employees involved in the management of different types. Due to this emerging trend, numerous significant competencies are evaluated in recruitment process among which good communication is considered as one of the key competencies. This rising trend in the global corporate culture has influenced Pakistani corporate sector also. Now, in Pakistan also, due consideration is given to employees' effective communication and job satisfaction JS. On the other hand, the function of communication in most of the multinational organizations is not seen as a technical issue; rather necessary deliberation is given to it at the time of appointment and promotions of the individuals.

However, in Pakistani job market and in corporate set-ups, there is a lack of adequate research from a viewpoint of Linguistics. Furthermore, the research that has been carried out so far is from the point of view of Management and Behavioral Sciences in which leadership is taken as one of the elements. The current research attempted to find out the relationship between English as linguistic capital as part of Communicative Competence (CC) and employees' job performance (JS) via job satisfaction and promotion in Private Corporate Sector Organizations of Pakistan.

As far as the corporate organizations are concerned, their primary purpose is to generate revenue. There are three types of corporate sector organizations, which include the primary sector dealing with raw materials, the secondary sector dealing with manufacturing goods and the tertiary sector dealing with sales and services. For the current study, only tertiary level corporate sector organizations, dealing with sales and services, were selected.

In Pakistani job market, some very significant aspects of communicative competence are ignored. On the contrary, proficiency in English alone is taken as competence in communication skills, whereas other important aspects of communicative competence are not taken into account, or some of these aspects are considered but from behavioral and leadership perspectives only. In other words, in Pakistani job market, there is a lack of an adequate system to measure employees' communicative competence. The most important department such as Human

Resource, which deals with hiring, trainings and promotions, lacks a comprehensive understanding of communicative competence as a set of skills. Therefore, there was a requirement of an inclusive communicative competence analysis intended exclusively for Pakistani job market that could cater for both English language proficiency as well as communicative capabilities on the whole.

The current study, therefore was an attempt to determine the link between employees' communicative competence and their job performance particularly from the perspective of English as linguistic capital in the Pakistani job market. There are two key variables working in the current study. These include communicative competence as independent variable, and employees' job performance as dependent variables.

To serve as theoretical framework for this study, a hybrid model was devised by combining the model of communicative competence by Celce-Murcia (2007) and the model of types of capital by Bourdieu (1986). Celce-Murcia's model of communicative competence caters generally for language and not specifically for English language. This deficiency has been accommodated by merging Bourdieu's (1986) concept of linguistic capital to the Celce-Murcia's (2007) Model of CC. According to Celce-Murcia's model, communicative competence includes competence in six elements, i.e., Socio-Cultural, Discourse, Linguistic, Formulaic, Interactional, and Strategic as discussed before. Bourdieu, on the other hand, distinguishes between economic capital and symbolic capital such as Linguistic Capital, Scientific Capital, Cultural Capital and Literary Capital in accordance with the fields in which they are located. As far as Celce-Murcia's model of CC is concerned, she takes linguistic competence as competence in any language not specifically in English. Moreover, strategic competence, according to her, is only specific for instructional purposes.

To see the effect of CC on the employees' performance, i.e., job satisfaction and promotion, both quantitative and qualitative approaches were used for ensuring the validity and reliability of the results of the study. To test both the dependent variables, i.e., JS and Promotion, two different questionnaires were developed. For the quantitative analysis of the study, the results were analysed through tables as well as graphical illustrations using MS Excel. The questionnaires were administered with the professionals working in Private Sector Organizations located in Islamabad, Lahore and Karachi. A sample size of 235 was used; this included 110

from sales organizations including beverages, food and electronics industries. From services sector, a sample size of 125 was selected from Telecom, Banks and Hotel industries.

The questionnaire (in Annexure) for assessing the effect of communicative competence on JS with three sections (A, B and C) was designed. Section A included demographic questions, whereas section B comprised of Communicative Competence questionnaire adapted from Monge et al (1982). This section included questions in accordance with the hybrid model of CC including segments both from Celce-Murica's model of Communicative Competence and Bourdieu's model of capital in which English is taken as linguistic capital. For the measurement, 5-point Likert – type was used; the scale ranged from 1 (strongly disagree) to 5 (strongly agree). Section C included job satisfaction scale with questions using Likert Scale choices ranging from strongly undesirable to strongly desirable. The points given by the participants for each segment of CC in section B were added. All the responses in this section were grouped in points ranging from 10-20, 20-30, 30-40 and 40-50. In order to see the link between CC and JS, these points in ranges were compared with responses in section C of the questionnaire. A separate questionnaire (in Annexure 2) was designed to evaluate the impact of CC in English on employees' promotions. This section also caters for the hybrid model devised for this study. This questionnaire was administered with the same participants from both the sales as well as the services sectors.

For the purpose of data analysis triangulation, regression analysis was carried out to see the correlation between competence in English and job appointments and promotions. The aim was to ascertain the role of English as linguistic capital. The other regression was carried out to see how far the correlation between supervisor's communicative competence and subordinate's job satisfaction exists.

In order to validate the data from questionnaires, semi-structured interviews were conducted. These interviews were carried out with 6 participants from corporate sector organizations. The interviews were analyzed using descriptive coding.

Having briefly presented the entire scheme of this study, it is pertinent to restate the research questions, which this study sought to answer:

1. What role does English language proficiency play in employees' hiring and promotions in Pakistani job market?

2. How is holistic communicative competence of the employees a better indicator of their job performance as compared to a linguistic one?

3. Why is there a link between the communicative competence of the employees and their job performance and satisfaction?

With reference to the first research question, the findings of the study suggest that in all the corporate sector organizations, CC in English is considered at the time of employees' hiring and promotions. On the other hand, an employee's lack of communicative competence hinders the person's professional progression. Overall, it can be clearly seen that communicative competence is essential for the entirety of the sales sector. While it is evident that the least priority overall is given to it by the food industry, it still does not negate the fact that CC is required to a considerable extent.

From the sales sector, on the other hand, the telecom sector gives a very high regard to communicative competence at the time of a person's hiring, even at junior level, and the same amount of preference is given to communicative competence when an employee's promotion is considered. In services sector also, lack of communicative competence hinders professional progression. Finally, the need for communicative competence in English increases overwhelmingly with increasing job hierarchy on every position for services sector and unlike the sales sector the need here increases with every hierarchal position; whereas, for the sales sector it only affects the top positions. Overall, throughout the corporate set up, it seems that the need for communicative competence is the highest in the hotels industry among the services sector so much so that it is absolutely essential in all regards.

With regard to the second research question, the findings of the study suggest that there is a link between employees' communicative competence and their job performance because supervisor's communicative competence is directly proportional to the employees' job satisfaction – the better the communicative competence, the higher the job satisfaction. In all the subgroups from sales and services sectors, the results indicate a direct relationship between Job Satisfaction and Communicative Competence.

For the third research question, the findings suggest that a holistic communicative competence is a better indicator of employees' job performance than only linguistic one. It is because whether it is linguistic competence, formulaic competence, interactional competence, sociocultural competence or discourse competence, the requirement of each of these competences is moderate to high both in sales and services sectors in the corporate sector.

Furthermore, the study brings to light the communicative traits based on the hybrid model required by both the sales and services sectors. These traits included the segments, such as: Linguistic, Interactional, Socio-cultural, Formulaic and Discourse.

Command of language is a part of linguistic competence. The necessity for good command of English language is average among the sales sector with beverages subgroup showing the overwhelming preference towards it compared to the other two subgroups. However, it can be concluded safely that the overall necessity for it and the associated linguistic trait is moderate. On the other hand, the necessity for good command of the English language is huge in the services sector. Overall, the requirement for the English language skill in services sector specially in Hotel industry is very high.

Skill to motivate and persuade is the part of interactional competence as suggested in hybrid model. The necessity for Good Communication to motivate and persuade subordinates is highly necessary for the beverages subgroup and higher than average for the food and electronics industry. Similarly, in services sector also, there is a moderately high requirement of this trait. Again the highest support level comes from the Hotels industry.

Necessity for maintaining appropriate distance is again a part of interactional competence. This competence is more or less required in all the industries. However, the overall necessity level is nearing 50% throughout the entire sales sector, so it can be concluded that the desire for this and the associated interactional trait is about moderate. Necessity for maintaining appropriate distance and dressing up appropriately, on the other hand, is almost similar in the telecom and banking subgroups where there is also a high level of partial agreement. In the case of the Hotels subgroup, however, it can be safely said that overall this skill is highly required.

The necessity for paying attention to the employees' needs and considering their individual needs is a part of sociocultural competence. Again the overall necessity level is nearing 50% throughout the entire sales sector, hence it can be concluded that the desire for this

and the associated socio-cultural trait is moderate. On the other hand, the scenario for sales sector is slightly different. The desire for this skill and the associated socio-cultural trait is moderately high in the services sector.

Discourse competence is an important segment of the hybrid model. There are two key elements of discourse identified, i.e., oral and written. As far as oral competence is concerned, it is used in conducting meetings, presentations and public speaking. For competence in writing, the employees are assessed on writing official documents such as letters and memos. The necessity for conducting meetings, presentations and public speaking is highly desired in all the sales sector organizations, especially in beverages. Similarly, these traits are significantly required in services sectors.

On the other hand, the writing skill is equally significant for both the sales and services sectors. The necessity of being good at writing official documents is very high for all the sectors including both services and sales sectors and the same behavior is shown throughout the responses from the interview. It can be safely concluded that the need for the discourse competence is highly desired in the corporate sector.

Communication in accordance with job situation and communication with politeness are again the elements of socio-cultural competence. Cumulative agreement suggests that the desire for this skill and the associated socio-cultural trait is higher than average for the sales sector.

The necessity for expressing ideas clearly and correctly relates to linguistic competence. The results show an absolute agreement level of just about 50%; however, the partial agreements are lower and the partial disagreements are higher for the entire sales sector. Hence, the necessity for this skill and for the associated linguistic trait is moderate.

Formulaic competence is yet another competence highlighted in the hybrid model. The necessity of carrying out good routine interaction relates to formulaic competence. The necessity for this trait has the highest level of absolute agreement from all the industries specially the hotel industry.

The entire sales sector did not show a high or overwhelmingly high preference towards any of the traits. In fact, most of the necessities lean towards moderate with the beverage subgroup statistically frequently favoring certain skills lower than food and electronics. The only

traits that actually have been given a higher preference than moderate are the socio-cultural and the discourse traits. Although high preferences towards the traits are missing, yet it still cannot be denied that the skills are required even if moderately so.

The services sector in its entirety shows much more preference towards some of the communicative traits compared to the sales sector subgroups with hotels subgroup giving the highest preference towards the traits indicated in the hybrid model. Similarly, to the sales sector, the discourse trait is highly required but there is a very high preference given to the rest of the traits unlike the sales sector with the socio-cultural trait's demand being the lowest.

Another significant objective of the study was to determine to what extent communicative competence of the immediate supervisor of an employee has an effect on the job satisfaction of the employees. The findings of the study clearly indicate that the supervisor's communicative competence is directly proportional to the employees' job satisfaction – the better the communicative competence, the higher the job satisfaction. In all the subgroups from sales and services sectors, the results indicate a direct relationship between Job Satisfaction and Communicative Competence.

As far as Bourdieu's notion of Linguistic Capital is concerned, as suggested in hybrid model, competence in English does have an exchange value in Pakistani corporate market. Whether it is sales sector or services sector, CC in English is considered at the time of employees' appointments and promotions. On the other hand, an employees' lack of communicative competence hinders a person's professional progression. Overall, it can be clearly seen that communicative competence in English is essential for the entirety of the sales sector. Moreover, the need for communicative competence in English increases overwhelmingly with increasing job hierarchy on every position for services sector and unlike the sales sector, the need here increases with every hierarchal position whereas for the sales sector, it only affects the top positions. The case for the entirety of the services sector is such that communicative competence in English is necessary; the services sector entirely surpasses the levels of necessity established by the sales sector, which may be because of the direct interaction of the employees with the customers. The study, therefore, clearly demonstrates that English serves as a linguistic capital in Pakistani job market.

6.1 Recommendations for Corporate Sector

- As discussed before that appointments and promotions in the corporate sector are done on the basis of general observations consideriong the CC of the employees. However, there is no suitable system in place to guage the CCE of the employees at the time of apointments and promotions. The corporate sector organizations need to establish such a system for this purpose.

- It has also been observed that in the performance appraisal of competencies for promotion, there is no separate segment for competence in English though it is an important factor cosidered at the time of promotions. The companies must include this aspect in the appraisal.

- At the policy making level or at the strategic level, the expectations regarding the CCE of the employees, at times, are observed to be higher than the expectations of the employees in the other departments, e.g., the HR department expects more from the employees in terms of their competence in English . The HR department, therefore, must communicate their exact level of expectation regarding employees' competence in English .

- Employees' are trained on various technical aspects of their profession; however, there is no training given for the improvement of CCE. These trainings must include segments from the hybrid model, which encompasses a holistic competence in communication. A number of employees who are technically sound, tend to have less chances of promotion because of their lack of command on CCE. These sectors must also carry out training programmes for the improvement of CCE of the employees.

- The corporate sector must hire experts from the field of Eglish language and linguistics to be placed in HR departments to give input during the appointments, promotions and trainings of the employees.

6.2 Recommendation for Universities/HEC

Universities , specially the ones offering undergraduate courses in Management Sciences and Business Studies, offer courses on Business English, Technical Writing and Comunication Skills. These universities must include the segments of the hybrid model (namely: Linguistic, Interactional, Socio-cultural, Formulaic and Discourse) in their curriculum in order to prepare their graduates for the job market. These segments may be incorporated in both graduate and undergraduate programmes.

6.3 Recommendations for Further Research

The current study is undertaken in the main regional offices located in Karachi, Lahore, Peshawar and Islamabad. The findings can be generalized; however the socio linguistic scenarios in these regions are different with their own specific requirements. Therefore, it is suggested that separate study be carried out in these regions so as to obtain the job requirements both for professional appointments and promotions and for job satisfaction of the subordinates.

Pakistani universities are offering courses such as Technical and Functional English and Communication Skills. To see whether the courses offered are fulfilling the industrial requirement, a need analysis study is recommended. This study will improve the existing curriculum and will ultimately cater for the latest trends prevalent in the job market.

The corporate sector of Pakistan is enormous; it has national and multinational organizations . The focus of the current research was on tertiary level corporate sector organizations. It was noticed that the communicative competence traits' requirement for multinational organizations was different from those of national organizations. The expectations regarding employees' traits related to communicative competence at the multinational organizations are usually higher than the local organizations. Threrefore, a separate study must be undertaken both for national and multinational organizations.

During this reserch, it was also observed that due to increasing activities of the China Pakistan Economic Corridor (CPEC), the linguistic and communicative scenario of many corporate organizations is changing. A research study is, hence, also recommended for the analysis of CC from the perspective of the hybrid model for the evolving job roles in the light of CPEC.

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Appendices

Appendix 1

Questionnaire 1

This questionnaire is designed to carry out research on the effect of communicative competence on employees' job performance, i.e., promotion through ranks. Communicative Competence is a person's ability to communicate effectively using correct language with correct pronunciation. It is also a person's competence to use language both written and spoken for a variety of purposes and situations. Any information given will be treated confidential and used only for the purpose of research.

Organization _____ Designation:_____

Department: _____ ____ Experience:_____

Please encircle the option which, in your viewpoint, best describes the state of affairs.

1. **Communicative competence in English is considered at the time of employee's appointment.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. **A person's communicative competence in English is considered at the time of his/ her professional promotions.**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. **A person's lack of Communicative Competence hinders his professional promotion.**

- Strongly Agree
- Agree

- Neutral
- Disagree
- Strongly Disagree

4. With each professional progression, the employees' need for communicative competence increases.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

5. On a scale of 1-3   rate which trait would you prefer in an employee to be considered for promotion.

- Employee's Commitment with Job _____
- Employee's Technical and Professional Knowledge_____
- Employee's Communicative Competence_____

6. On a Scale of 0-2, indicate which of the following traits are required in the employee to be promoted. (0 for not required, 1 partially required, 2 required)

- Good command of the English language_____
- Good communication to motivate and persuade the subordinates_____
- Maintaining appropriate distance and dressing up appropriately_____ .
- Paying attention to what you say to him or her and considering your individual needs_____
- Good at conducting meetings, presentations and at public speaking_____ .
- Communicates in accordance with situation_____
- Expresses his or her ideas clearly and correctly and has good pronunciation_____
- Communicates with politeness_____
- Easy to talk to and good at routine day to day interaction_____.
- Good at writing official documents letters, memos, etc._____.

Appendix 2

Questionnaire 2

This questionnaire aims at finding out the effect of communicative competence of the immediate supervisor on the job satisfaction of an employee. Communicative Competence is a person's ability to communicate effectively using correct language with correct pronunciation. It is also a person's competence to use language both written and spoken for a variety of purposes and situations. The results will be kept anonymous and confidential and will only be used for academic purposes. Your candid response will be highly appreciated.

A. Demographic Questions

Please provide the following information:

 I am a man _____ woman _____.

 Work Experience _____.

Organization_____

Department _____

B. Communicator Competence Questionnaire

Directions: In this series of questions, I would like you to describe how your supervisor communicates. Think about his or her behavior in general, rather than about a specific situation. Please indicate your response by writing the number that best describes how you feel about the statement.

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
5	4	3	2	1

My immediate supervisor...

_____ has a good command of the English language

_____ has good communication to motivate and persuade the subordinates.

_____ dresses appropriately and keeps an appropriate distance

_____ pays attention to what I say to him or her and considers my individual needs.

_____ is good at conducting meetings, presentations and public speaking .

_____ communicates in accordance with situation

_____ expresses his or her ideas clearly and correctly and has good pronunciation.

_____ communicates with politeness.

_____ is easy to talk to and good at routine day to day interaction.

_____ is good at writing official documents letters, memos etc.

C. Job Satisfaction Scale

Directions: Consider the afore mentioned job satisfaction scale then think of your job and indicate your response by encircling the statement that best describes how you feel about your job in terms of satisfaction.

STRONGLY DESIRABLE   DESIRABLE   NEUTRAL   UNDESIRABLE   STRONGLY
UNDESIRABLE

Appendix 3

Question Guide for the Semi-structured Interviews

	Interview Questions
Q No 1	To what extent is a person's competence in English considered at the time of his appointment?
Q NO 2	To what extent is a person's competence in English considered at the time of his promotion.
Q NO 3	Is there any procedure to assess competency in English at the time of appointment?
Q NO 5	Does the lack of communicative competence in English hamper a person's promotion?
Q NO 6	With each hierarchical upward promotion, does the need for competence in English increase?
Q No 7	Which of the following traits are significant for the employees in priority? - Employee's Commitment with Job - Employee's Technical and Professional Knowledge - Employee's Communicative Competence
Q No 8 –	Which of the following traits of communicative competence are significant for the employees (each trait to be asked separately)? - Good communication to motivate and persuade the subordinate

- Maintaining appropriate distance and Dressing appropriately

- Paying attention considering individual needs

- To be good at conducting meetings, presentations and public speaking

- Communication in accordance with situation

- Expressing ideas clearly and correctly and good pronunciation

- Communicates with politeness

- Easy to talk to and good at routine day to day interaction

- Good at writing official documents, such as: letters, memos, etc.

Descriptive Coding for Interviews
Telecom

Theme of Questions	Similar Codes	Variant Codes
English for Appointment	Required	Required more due to non native managers Required more at higher level for written correspondences
English For Promotion	Required	
Procedure to Assess English at Appointment	No procedure	Trainings are carried out for CC
Lack of CC and Promotion	Lack of CC hinders promotion	
Need for CC and Promotion	CC Required with each promotion	

Significance of traits in priority - Employee's Commitment with Job - Employee's Technical and Professional Knowledge - Employee's Communicative Competence	3rd in Rank	CC essential Requirement
Significant traits of CC for employees . - Good communication to motivate and persuade the subordinate - Maintaining appropriate distance and Dressing appropriately - Paying attention to what considering individual needs - Good at conducting meetings, presentations and public speaking - Communication in accordance with situation - Expressing ideas clearly and correctly and good pronunciation	Required Required Required	Significant in environment

- Communication with politeness - Easy to talk to and good at routine day to day interaction - Good at writing official documents letters , memos etc	Required	
	Required	
	Required	Essential for employee retention
	Required	
	Required	

Descriptive Coding for Interviews (Banks)

Themes	Similar Codes	Variant Codes
English for Appointment	Required	
English For Promotion	Required	
Procedure to Assess English at Appointment	No procedure	Trainings are carried out for CC
Lack of CC and Promotion	Lack of CC hinders promotion	
Need for CC and Promotion	CC Required with each promotion	
Significance of traits in priority - Employee's Commitment with Job - Employee's Technical and Professional Knowledge		

- Employee's Communicative Competence	3rd in Rank	CC essential Requirement
Significant traits of CC for employees. - Good communication to motivate and persuade the subordinate - Maintaining appropriate distance and Dressing appropriately - Paying attention to what and considering individual needs - Good at conducting meetings, presentations and public speaking - Communication in accordance with situation - Expressing ideas clearly and correctly good pronunciation - Communication with politeness - Easy to talk to and good at routine day to day interaction - Good at writing official documents letters , memos etc	Required Required Required Required Required	Immensely required due to work pressure

	Required	
	Required	Important for customer interaction
	Required	

Descriptive Coding for Interviews (Hotels)

Themes	Similar Codes	Variant Codes
English for Appointment	Required	

English For Promotion	Required	
Procedure to Assess English at Appointment	No procedure	Trainings are carried out for CC
Lack of CC and Promotion	Lack of CC hinders promotion	
Need for CC and Promotion	CC Required with each promotion	
Significance of traits in priority - Employee's Commitment with Job - Employee's Technical and Professional Knowledge - Employee's Communicative Competence		

	3rd in Rank	
Significant traits of CC for employees.	Required	Different requirement for different tiers
- Good communication to motivate and persuade the subordinate		
- Maintaining appropriate distance and Dressing appropriately	Required	
- Paying attention to and considering individual needs		
- Good at conducting meetings, presentations and public speaking	Required	
- Communication in accordance with situation		
- Expressing ideas clearly and correctly and good pronunciation	Required	
- Communication with politeness		
- Easy to talk to and good at routine day to day interaction	Required	
- Good at writing official documents, letters, memos etc		
	Required	

	3rd in Rank	
Significant traits of CC for employees.	Required	Different requirement for different tiers
- Good communication to motivate and persuade the subordinate		
- Maintaining appropriate distance and Dressing appropriately	Required	
- Paying attention to and considering individual needs		
- Good at conducting meetings, presentations and public speaking	Required	
- Communication in accordance with situation		
- Expressing ideas clearly and correctly and good pronunciation	Required	
- Communication with politeness		
- Easy to talk to and good at routine day to day interaction	Required	
- Good at writing official documents, letters, memos etc		
	Required	

Descriptive Coding for Interviews (Food)

Themes	Similar Codes	Variant Codes
English for Appointment	Required	Required less at junior /technical position
English For Promotion	Required	

Procedure to Assess English at Appointment	No procedure	
Lack of CC and Promotion	Lack of CC hinders promotion	For technical positions , technical expertise are preferred
Need for CC and Promotion	CC Required with each promotion	More need at top level positions
Significance of traits in priority - Employee's Commitment with Job - Employee's Technical and Professional Knowledge - Employee's Communicative Competence 3rd in Rank	3rd in Rank	CC essential Requirement
Significant traits of CC for		

employees. - Good communication to motivate and persuade the subordinate - Maintaining appropriate distance and Dressing appropriately - Paying attention to and considering individual needs - Good at conducting meetings, presentations and public speaking - Communication in accordance with situation - Expressing ideas clearly and correctly and good pronunciation - Communication with politeness - Easy to talk to and good at routine day to day interaction - Good at writing official documents letters , memos etc	Required Required Required Required Required Required	Different requirement for different tiers

	Required	
	Required	

Descriptive Coding for Interviews (Beverages)

Themes	Similar Codes	Variant Codes
English for Appointment	Required	Required less at junior /technical position
English For Promotion	Required	
Procedure to Assess English at Appointment	No procedure	

Lack of CC and Promotion	Lack of CC hinders promotion	For technical positions , technical expertise are preferred
Need for CC and Promotion	CC Required with each promotion	More need at top level positions
Significance of traits in priority - Employee's Commitment with Job - Employee's Technical and Professional Knowledge - Employee's Communicative Competence	3rd in Rank	CC essential Requirement
Significant traits of CC for employees. - Good communication to motivate and persuade the subordinate - Maintaining appropriate distance and Dressing appropriately - Paying attention to and	Required Required	Different requirement for different tiers

considering individual needs		
- Good at conducting meetings, presentations and public speaking	Required	
- Communicates in accordance with situation		
- Expressing ideas clearly and correctly and good pronunciation	Required	
- Communication with politeness		
- Easy to talk to and good at routine day to day interaction		
- Good at writing official documents letters , memos etc	Required	
	Required	
	Required	

	Required	

Descriptive Coding for Interviews (Electronics)

Themes	Similar Codes	Variant Codes
English for Appointment	Required	
English For Promotion	Required	
Procedure to Assess English at Appointment	No procedure	
Lack of CC and Promotion	Lack of CC hinders promotion	

Need for CC and Promotion	CC Required with each promotion	More need at top level positions
Significance of traits in priority - Employee's Commitment with Job - Employee's Technical and Professional Knowledge - Employee's Communicative Competence	3rd in Rank	CC essential Requirement
Significant traits of CC for employees. - Good communication to motivate and persuade the subordinate - Maintaining appropriate distance and Dressing appropriately - Paying attention considering individual needs - Good at conducting meetings, presentations and public speaking - Communication in	Required Required Required	Different requirement for different tiers

accordance with situation		
- Expressing ideas clearly and correctly good pronunciation		
- Communication with politeness	Required	
- Easy to talk to and good at routine day to day interaction		
- Good at writing official documents letters , memos etc	Required	
	Required	
	Required	
	Required	