



GAZIANTEP UNIVERSITY JOURNAL OF SOCIAL SCIENCES

Journal homepage: <http://dergipark.org.tr/tr/pub/jss>



Derleme Makalesi • Review Article

The Effect of Managers Communication Competency on the Increase of Employees Communication Anxiety Levels and a Literature Review

Çalışanların İletişim Kaygı Düzeylerinin Yükselmesinde Yöneticilerin İletişim Yeterliliğinin Etkisi ve Bir Alanyazın Değerlendirmesi

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MAKALE BİLGİSİ

Makale Geçmişi:

Başvuru tarihi: 22 Temmuz 2024

Kabul tarihi: 1 Ekim 2024

Anahtar Kelimeler:

İletişim kaygısı,
İletişim yeterliliği,
Örgütsel iletişim,
İletişim ve kaygı,
Örgütlerde iletişim.

ÖZ

Günümüz dünyasında kurumların başarılı ve güçlü olabilmeleri her geçen gün önemini artırmaktadır. Çünkü geçmişe göre artık iş dünyası küreselleşme ve imhacı rekabet ifadeleri ile anılmaktadır. Diğer bir deyişle kurumların mal ve hizmetlerini en fazla sayıda en düşük maliyetle ve en yüksek kalitede üretebilmelerinin önemi giderek artmaktadır. Ama bir kurumun üretim sürecinde başarılı olabilmesi için sadece güçlü bir sermayeye ve nitelikli bir teknolojik altyapıya sahip olması yetmez. Bunun yanı sıra güçlü bir kurumsal iletişim ortamına da sahip olması gerekmektedir. Diğer bir deyişle günümüzde kurumların başarı ve sonuç odaklı olan, çalışma motivasyonu yüksek, iletişim becerileri yüksek, güçlü takım ruhuna sahip çalışanlardan oluşması gerekmektedir. İletişim bu anlamda kurumlarda bir harç görevi üstlenmiştir. Buradan hareketle son yıllarda önemli bir akademik konu haline gelen çalışanların iletişim kaygısı bu çalışmanın temelini oluşturmaktadır. Kuramsal bir şekilde ele alınan bu çalışma, kurumlardaki çalışanların iletişim kaygılarının oluşmasında yöneticilerin iletişim yeterliliğinin etkisini vurgulamak üzere hazırlanmıştır. İletişim yeterliliği Wiemann tarafından "kişinin bir iletişim durumunda kendi bireysel hedeflerini başarılı bir şekilde gerçekleştirebilmesi için mevcut iletişim davranışları ve becerileri arasından doğru seçimi yapabilme yeteneği" olarak tanımlanmaktadır. İletişim kaygısı McCroske ile literatüre girmiş bir kavramdır ve "bireyin başka bir kişi ya da kişilerle, gerçek ya da olası iletişimiyle ilişkili korku ya da kaygı düzeyi" olarak tanımlanmıştır. Çalışmada ayrıca "iletişim yeterliliği" ve "iletişim kaygısı" anahtar kelimeleri ile YÖK Tez Tarama Sitesi'nde tarama yapılarak tespit edilen 51 tez betimsel analiz tekniği ile analiz edilerek çalışma ekseninde işlenen ana temaların çerçevesi de ortaya konmuştur.

ARTICLE INFO

Article History:

Received: July 22, 2024

Accepted: October 1, 2024

Keywords:

Communication anxiety,
Communication competency,
Organizational communication,
Communication and anxiety,
Communication in organisations.

ABSTRACT

In today's world, the importance of institutions being successful and strong increases day by day. Because, unlike in the past, the business world is now associated with globalization and destructive competition. In other words, it is increasingly important for institutions to be able to produce goods and services in the greatest number at the lowest cost and at the highest quality. But for an institution to be successful in the production process, it is not enough to have strong capital and a qualified technological infrastructure. In addition, it must have a strong corporate communication environment. In other words, today, institutions must consist of employees who are success and result oriented, have high work motivation, high communication skills and strong team spirit. In this sense, communication has served as a mortar in institutions. Based on this, the communication anxiety of employees, which has become an important academic issue in recent years, forms the basis of this study. This study, handled theoretically, was prepared to emphasize the effect of managers' communication competence on the formation of communication concerns of employees in institutions. Communication competence is defined by Wiemann as "the ability of a person to make the right choice among available communication behaviors and skills in order to successfully achieve his or her individual goals in a communication situation." Communication anxiety is a concept that entered the literature with McCroske and is defined as "an individual's level of fear or anxiety related to actual or potential communication with another person or persons." In the study, 51 theses identified by searching the YÖK Thesis Scanning Site with the keywords 'communication competence' and 'communication anxiety' were analysed with the descriptive analysis technique and the framework of the main themes processed on the axis of the study was also revealed.

Introduction

Communicating in a wide range of areas, from every moment of daily life to the practices of professional life, is a feature of the human social structure. Communication is an element that enables the transfer of all information, messages and emotions between people and makes living together possible and productive. Mutual communication includes many contributions such as helping people understand each other, creating synergy together, and ensuring more effective and efficient production. In other words, communication becomes meaningful when it is mutual and both parties are comfortable in the communication process. However, it is an undeniable fact that there are some elements that prevent communication from being effective or from existing. These elements, defined as communication obstacles, are negativities that prevent one or both parties from expressing themselves in the communication process and prevent the communication process from reaching its goal. According to research, there is a perception that the careers of people with high communication anxiety are worse than those with low communication anxiety (Scott et al., 1978). Without the support and contribution of employees, it is not possible for any organization to achieve high productivity and high profits. Thus, eliminating communication barriers is the primary task to prevent communication from being disrupted.

In this study, it will be discussed how the concept of communication anxiety, which poses an obstacle to effective communication, depends on the communication competence levels of managers in terms of employees.

A structure that will enable employees to work in harmony and this is very important for organizations. The most important component of such a structure is effective communication and working environment. In cases where employees experience communication anxiety, the organizational flow may not run smoothly. Communication can be explained as a social process that enables two or more parties to exchange information and share meaning. Communication has been examined from many different perspectives in many studies (Griffin and Moorhead, 2014, p. 295). There are some subtleties of effective communication that play a big role in achieving the goals of individuals and organizations. As Güçlü (2000) expresses the necessity of the following prerequisites for an effective communication process.

- Believing that each individual is valuable and showing interest in these individuals.
- Each individual unconditionally accepting the other individual.
- Believing that the solutions to their own problems lie in those individuals.
- Individuals showing themselves as they are.
- Individuals' emotions, thoughts and behaviors are compatible with each other.
- Individuals can approach individuals with a sense of empathy.

Achieving organizational goals depends on establishing effective communication with employees, cooperating with subordinates and superiors who are free from communication anxiety, and effective organizational communication that can eliminate internal and external factors that hinder communication. On the other hand, if the communication system, which constitutes an indispensable part of an effective management approach, is not implemented in the form of clear and correct channels in an enterprise, then it is not an easy task to bring together the increasingly expanding employee segment and the managerial segment that is moving away from them, to reach an agreement and to establish a constantly functioning system of relations (Sabuncuođlu and Tüz, 1996, p. 4). It has been found that lack of organizational

communication or inadequately conveyed information not only reduces work motivation, but can also lead to distrust, dissatisfaction, skepticism and unwanted employee turnover (Iyer and Israel, 2012).

In institutions where communication flows within an effective structure, the attitudes of employees that will lead the institution to success will be strengthened. Their level of commitment to the organization will increase positively. It is possible to define organizational commitment as a situation in which an employee identifies with a certain organization and organizational goals and has a desire to continue his membership in the organization (Robbins et al., 2010, p. 63). Therefore, it is extremely important to solve the problem of communication anxiety by managers and to create an order in which employees can communicate easily. must be seen.

The basic components of an organization are employees and managers. Of course, it is of great importance that these two components interact in a healthy manner in order to achieve the goals set for the organization in coordination, harmony and cooperation. The basis of interaction is organizational communication. One of the factors that is effective in achieving the goal of communication environments (meetings, presentations, job interviews, teamwork, etc.) that bring together employees and managers in an institution is the communication competence of managers. Likewise, when a manager's communication skills and competence are perceived negatively by the employee, employees have been observed to avoid expressing their thoughts and ideas, even if they are related to the job and the institution. This situation is expressed as communication anxiety (Karadađ, 2023, p. 2).

When it comes to interpersonal relations, the first concept that comes to mind is communication, which is not only about learning, teaching, understanding, explaining, listening, conveying messages, influencing, being influenced, sharing, but also has an important place as it is the path to success in intergroup and inter-organizational relations. In the information-oriented institutional order of the new age, the fact that communication is a determining factor in both interpersonal and individual-organizational relations increase the interest in the subject.

From an organizational perspective, communication is the fundamental process behind all activities of the organization. For this reason, communication is considered “the social glue that holds the organization together” (Greenberg and Baron, 2000, p. 291).

Purpose and Method

The general aim of the study is to reveal the effect of managers' communication competence on the formation of communication anxiety of employees in organizations and to reveal the framework in which the concepts of “communication competence” and “communication anxiety” are processed in studies in Turkey. In line with this main objective, in the first stage, searches on “communication competence” and “communication anxiety” were made from various databases and the theses written in this field were examined with descriptive analysis method. Since it was desired to evaluate the studies conducted in universities in this field, the theses in the YÖK Thesis Scanning site were analyzed. Since the theses in which the concepts in question were mentioned were selected, selection was made by purposeful sampling method. Purposive sampling information-rich in the context of the purpose of the study in order to conduct in-depth research is the selection of situations (Büyüköztürk, 2012). This evaluation provided an overview of the literature. In the second stage, a descriptive analysis was made based on the studies on communication concerns of employees and communication competence of managers. The descriptive content analysis method is used to analyze a specific topic or qualitative and qualitative studies conducted independently in the field in-depth analysis of quantitative studies to be organized. So that the subject or general trends in the field are

identified. In this method the results obtained can be used as a basis for as a direction for future planned studies is expected (Ültay vd., 2021).

Descriptive Analysis of Theses on “Communication Competence”

This study aimed at presenting the framework in which the concept of "communication competence" is discussed in research. The concept of “communication competence” was searched in various databases. Because of the researcher's access limitations, a descriptive analysis was carried out with keywords determined specifically for Google Scholar, Asos Index and YÖK Thesis Screening site. 106 thousand search results were found in Google Scholar.

The first studies encountered point to the Communication Competency Scale. When the first 8 pages are examined, it is seen that the communication competencies of teachers and students are mostly discussed in the field of education. After that, it is observed that managers in the software sector and managers in the health and tourism sectors are frequently mentioned. Three studies were found in the search from Asos Index. 3 articles are studies on the communication competence of language and speech therapy recipients, the intercultural communication competence of religious officials and immigrants, and immigrants (Türkan and Koçak, 2021; Demir, 2020; Demir Güven, 2022).

When scanning with the keyword "communication competencies" on YÖK's thesis scanning site, a total of 23 theses are accessed. These theses are classified according to their years, qualifications and study subjects.

Table 1: Theses on Communication Competence

Year		Master's thesis Doctoral thesis	Subjects of studies
2001	2	1.Master's thesis 1.Doctoral thesis	Both studies aim to increase the communication competencies of teachers and classroom teachers.
2005	1	Master's thesis	It is aimed to increase the communication competence of police officers.
2010	1	Master's thesis	The phenomenon of communication in businesses and the transformation in the communication process are discussed.
2012	1	Doctoral thesis	Intercultural communication competencies of tourist guides are discussed.
2013	2	Master's thesis	The communication competencies and organizational trust levels of primary school administrators are examined.
2014	1	Master's thesis	The relationship between primary school teachers' communication competencies and empathy skills is examined.
2015	2	Master's thesis	The relationship between school administrators' communication competencies and empathy skills is examined.
2017	1	Doctoral thesis	The willingness to communicate of students in English classes is examined.
2018	1	Master's thesis	“ <i>The relationship between primary school principals' communication skills and teachers' organizational cynicism attitudes</i> ” was examined.
2019	4	Master's thesis	In two master's theses, “ <i>the communication competencies of students studying at the school of physical education and sports and science teachers</i> ” were examined. In the other master's thesis, the communication competencies of high school students in social media were discussed. In the last thesis, the relationship between system usability perceptions and

			communication competencies of managers and employees in the software industry was examined.
2021	2	1.Master's thesis 1.Doctoral thesis	While communication in adult religious education was discussed in the doctoral thesis, the competencies of administrators of educational institutions regarding disasters and emergencies during crisis were evaluated in the master's thesis.
2022	4	3 Master's thesis 1 Expertise in medicine	In one of the theses, the communication competence of tourist guides was evaluated, in another, the intercultural communication competence of teachers, in the last of the master's theses, the communication competence of students learning English, and in the medical specialization thesis, the competence of healthcare professionals was evaluated.
2023	1	Doctoral thesis	In this thesis, the intercultural communication competencies of students learning English as a foreign language in a blended learning environment are revealed.

Seeing the studies, it is obvious that communication competencies, especially in education (mainly teachers and students), are mostly discussed (e.g. Karaman, 2001; Öztaş, 2001; Çiftli, 2013; Baydar Posluođlu, 2014; Tunç, 2015). The communication competencies of managers in businesses, health institutions, police organizations and the tourism sector are frequently discussed in the literature (e.g. Anıl, 2010; Yeşiltaş, 2005; Şahin, 2012).

In summary, it is observed that communication competence studies are mostly addressed in the field of education and education-related businesses, while health, security, tourism and business fields are also subject to research in the context of communication competence from time to time.

Communication Competencies of Managers

Global thinking and universal values change the concepts related to management and organizations. The managerial approach is transforming into an effective leadership approach, and human resources policies are changing. Nowadays, individual and organizational values, as well as material values, are gaining importance, and the satisfaction and values of the stakeholders are among the main issues that the manager must realize (Begeç, 2004). Research conducted in recent years sheds light on the communication competence characteristics that managers must have.

Dell Hymes was the first to use the concept of communication competence and to make the first theoretical studies on it. Hymes studied communication competence in terms of language skills and verbal communication behaviors. After Hymesin's first theoretical studies, Wiemann became a researcher who contributed significantly to the literature by conducting more comprehensive studies on communication competence. Communication competence is defined by Wiemann as "the ability of a person to make the right choice among available communication behaviors and skills in order to successfully achieve his or her individual goals in a communication situation." Additionally, Wiemann states that communication competence consists of the components of "support, social comfort, empathy, behavioral flexibility and interaction management" (Üstüner and Kış, 2014, p. 4). The distinguishing characteristics of individuals with high levels of communication competence are creating high-impact messages appropriate for the purpose of communication, listening and giving feedback.

Communication competence refers to the individual's ability to plan and evaluate his own communication behavior and choose to use the appropriate communication skill, as well as to perceive to what extent these communication behaviors are effective and appropriate by

observing the communication behaviors of others with whom he interacts (Kokkonen and Almonkari, 2015, p. 40). At the management and organizational level, the concept is defined by Purhonen as "management of diversity, information sharing, ability to adjust and adapt, integrative negotiation, creating and managing relationships". Communication competence, which is discussed in various scientific fields, is defined as "knowledge, skill, harmony and suitability", etc. basic common characteristics (Salleh, 2008, p. 309) and "self-disclosure, empathy, listening, initiative, understanding, open-mindedness" etc. It is seen in the literature that it has skill areas (Cholappallil et al., 2021, p. 2023).

Communication competence becomes important for managers in institutions where interaction and communicative sharing are intense. In fact, it is up to managers to establish a well-functioning communication system that will enable all employees, units and departments to work in a coordination and to encourage employees to communicate to express their ideas, thoughts and feelings within this communication system. Managers' attitudes, perceptions and approaches towards the purpose of communication and their own communication behaviors are decisive for the rest of the members of the organization (Karadağ, 2023, p. 17). Poor communication lies at the root of interpersonal conflicts. The degree of interpersonal communication significantly determines organizational performance and knowledge and information transfer (Robbins, 1994, p. 141).

Various studies and research have begun to be carried out on this subject, as it has been seen that the communication competence of managers is an effective concept in terms of the institutional structure and employees at the communicative and organizational level in institutions. In their study examining the level of relationship between managerial communication competence and organizational conflict, Üstüner and Kış (2014) concluded that "there is a negative and moderate relationship between communication competence and organizational conflict." In his study conducted to reveal the relationship between managerial communication competence and conflict management styles, Uzun (2017) found that "there is a significant relationship between managerial communication competence and conflict management styles." In their research on managers' communication competencies and organizational trust, Sevinç and Sağlam (2018) concluded that "as manager communication competency increases, employees' organizational trust levels also increase."

The leader's communication competence and its impact on communication effectiveness, as evidenced by employees' perception of good communication with the leader, appear to be a necessary prerequisite for a high-quality manager and employee relationship. (Payne, 2005)

Mikkelson, Sloan, and Tietsort (2021) in their study, in which they aimed to determine the perceptions of employees regarding the communication competence of managers and see its effect on trust, found that there was a "positively significant relationship between managerial communication competence and reliability." Zotov and Zotova (2019) investigated the relationship between solving problems and communication competence, especially at the managerial and functional level, and concluded that communication competence is an effective determinant in solving problems at both functional and managerial levels. Karadağ (2023) researched the relationship between manager communication competence, communication anxiety and organizational silence. The study was observed that "as the communication competence of managers increases, the organizational silence levels of employees decrease".

Descriptive Analysis of Theses on “Communication Anxiety”

The study aimed to reveal the framework in which the concept of "communication anxiety" is discussed in research. The word “communication anxiety” was searched in various databases. Due to the researcher's access limitations, a descriptive analysis was carried out with

keywords determined specifically for Google Scholar, Asos Index and YÖK Thesis Screening site. 100 thousand search results were found in Google Scholar. The first studies encountered point to the Intercultural Communication Anxiety Scale. When the first 5 pages are examined, there are mainly communication anxiety in social media, Covid 19 period and communication anxiety of students, anxiety in family communication, intercultural communication anxiety of foreign students, intercultural communication anxiety in nursing students, anxiety in foreign language teaching, communication anxiety of Turkish teacher candidates, accounting education. The topics of verbal communication concerns of students stand out. In the search made from Asos Index, 2 studies were found. While one of them is about the verbal communication anxiety of accounting students, the other is about the Instagram use and personal communication anxiety of university students. (Güler and Şendurur, 2022; Konuk, 2019).

When the concept of “communication anxiety” was entered with the keyword on the YÖK Thesis Search page and the “all” option was selected, 27 theses were found. The year, quality and subject distribution of these theses are as follows:

Table 2: Theses on Communication Anxiety

Year		Master's thesis Doctoral thesis	Subjects of studies
1997	1	Master's thesis	Students' verbal communication concerns are addressed.
2006	1	Master's thesis	Communication anxiety of high school students was examined.
2017	1	Doctoral thesis	The communication concerns of English teacher candidates in the virtual world are discussed.
2018	4	2 Master's thesis 2 Doctoral thesis	The anxiety levels of those learning Turkish as a foreign language were discussed in the doctoral thesis. In other theses, the concerns of university students in internal communication and the concerns of Indonesian students learning English as a foreign language were discussed.
2019	5	4 Master's thesis 1 Doctoral thesis	In the doctoral thesis, the anxiety state of nurses in patients with COPD was evaluated. In the master's theses, it was determined that the effects of primary school students, dating anxiety, English language learning students, social media and communication anxiety on university students were discussed.
2020	1	Master's thesis	Communication anxiety levels of university students were examined.
2021	2	Master's thesis	The relationship between communication anxiety and xenophobia in healthcare professionals was examined. In another study, foreign language learning anxiety in high school students was examined.
2022	7	5 Master's thesis 2 Doctoral thesis	One of the doctoral theses focused on anxiety in intercultural communication, and the other focused on the relationship between motivation strategies and anxiety in English lessons. In master's theses, communication concerns of students during the Covid 19 period, intercultural communication anxiety in adults, and communication anxiety of accounting students, communication anxiety of Turkish teachers, virtual reality and anxiety in foreign language education were discussed.
2023	5	2 Master's thesis 3 Doctoral thesis	In doctoral theses, the communication concerns of university administrators, the communication concerns

			of sports science students on social media, and the foreign language learning concerns of secondary school students were discussed. In master's theses, communication concerns between Syrians and locals and intercultural communication concerns of Arab students learning Turkish were discussed.
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Seeing the study topics, many studies are about education on the communication concerns of both students and teachers (e.g. Şahin, 1997; Kösel, 2006; Omay, 2022). It has been determined that these studies mainly focus on the communication concerns of students learning foreign languages and teachers teaching them (e.g. Polatcan, 2018; Kartal, 2017). However, especially after the refugee problem, intercultural communication concerns regarding Syrians and Arabs have increasingly begun to appear in theses (e.g. Ahmed Mohamed, 2023; Ekşi, 2023).

To summarize, it has been determined that although the studies are concentrated in the field of education and are especially related to language education, intercultural communication is increasingly becoming the subject of research. Studies pointing to communication concerns related to migrants from Syria have started to gain weight in the last two years.

Communication Anxiety of Employees

While working people satisfy their social and economic needs, they also strive to achieve emotional satisfaction. Among the emotional needs that generally come to the fore in individuals working in business environments; These include the desire for activity, communication, success, being noticed, working in a team, belonging, participation in decisions, being rewarded, caring for one's abilities and empowerment (Gary, 1996). The way to meet the communication needs of individuals working in organizations is through managers having communication competencies to create an atmosphere where employees can communicate easily without having communication anxiety.

According to Köknel (2005: 133), the concept of anxiety is the general name given to the processes that occur with affective and emotional states, which are an important factor in the structure and development of the person, and manifest themselves within the framework of the symptoms that accompany them. In this context, communication anxiety is something which hinders the organization to achieve its goals successfully as Bambacas and Patrickson (2008) state that the healthy communication process that managers establish with their employees is important, that communication forms the basis of organizational activities, and that in order to talk about communication, there must be relationships that require mutual exchange of ideas, information and emotions.

Communication anxiety is a human characteristic characterized by fear or anxiety that occurs in some communication efforts with other people. According to McCroskey's study on communication anxiety, individuals who show a high degree of verbal communication anxiety are less likely to engage in any communication effort (McCroskey 1978). Many researchers draw attention to anxiety and communication as factors that trigger each other and sometimes even negatively affect each other. If an individual is in anxiety, he/she doubts himself during the message process he wants to convey in communication, causing his communication to be interrupted (Çakmak, 2018). While constant communication anxiety is a relatively permanent personality trait; situational communication anxiety exhibits a feature that varies from situation to situation, such as group discussions, interpersonal conversations, formal meetings and presentations (Russ, 2012, p. 314).

Studies in the literature show that the communication competence of managers in organizations is a concept that is observed and evaluated by employees during communication

interactions and, depending on this evaluation, plays a determining role in the employees' own communication behaviors. In this context, employees' communication anxiety in an organization may vary depending on their level of perception of managers' communication competence, because negative perceptions of managers' communication competence cause employees to avoid communicating.

Anxiety is "a state of concern, especially about uncertainty and a bad outcome in the future" (Menderes, 2019, p. 15). Anxiety, which is often confused with the concept of fear, is a form of fear towards uncertainty (Türk, 2020, p. 28). Anxiety, which is a worrying and uneasy feeling, may arise due to a worrying situation that a person encounters at the moment, or it can be seen as a constant situation that spreads to all areas of a person's life (Çakmak, 2014, p. 48-49). Anxiety can cause individual and behavioral reflections in people; not being able to focus, heart palpitations, tremors, sweating, breathing irregularity, tension, etc. These reflections show that anxiety is an emotion that needs to be controlled and resolved. In this context, communication anxiety is one of the types of anxiety that must be "recognized, managed and controlled" (Karadağ, 2023, p. 30).

Communication anxiety is a concept that entered the literature with McCroskey (1970) and is defined as "an individual's level of fear or anxiety related to actual or possible communication with another person or persons" (McCroskey, 1984, p. 14). Communication anxiety refers to the individual's concern about communication in the future. High levels of communication anxiety cause a feeling of internal unrest in the individual. With this feeling of uneasiness, the person avoids expressing thoughts and opinions on a subject. In this case, communication anxiety creates an obstacle to speaking in a communication environment (Honeycutt, 2009, p. 229).

McCroskey developed the "Personal Communication Anxiety Report" (PRCA-24) in 1982 and stated in this report that communication anxiety has four dimensions: "interpersonal communication anxiety, group communication anxiety, meeting communication anxiety and general communication anxiety". Interpersonal communication anxiety is "the level of fear or anxiety associated with actual or anticipated communication with another person in a one-on-one interaction." Meeting communication anxiety and group communication anxiety dimensions "express the level of fear or anxiety regarding actual or anticipated communication with another person or persons in a meeting or classroom setting or in a small group." General communication anxiety is "the level of fear or anxiety associated with actual or anticipated communication with another person or persons during a formal speaking situation" (Wrench et al., 2008, p. 405). All of these communication anxiety dimensions are dimensions that can be seen in institutions and are interrelated.

When we look at the studies on communication anxiety, it is seen that it is explained by "cognitive, behavioral and biological" approaches. The cognitive approach "emphasizes that the person cannot manage the perception process correctly and therefore cannot reach the correct conclusion in his thoughts." Wrong judgments that cannot be obtained from the correct perception process cause the individual to feel in an unsafe environment and avoid communication (Öztürk, 2014, p. 21).

Another approach on which communication anxiety is based is the behavioral approach. The behavioral approach states that communication anxiety consists of negative opinions derived from previously experienced communication situations. Accordingly, if the individual has gained positive benefits from the communication experience, for example, received appreciation or won an award, he will not feel anxiety about communication. However, if he has gained negative benefits from his communication experience or even faced punishment, he will begin to worry about similar communication situations (Erdoğan, 2018, p. 4). In the

behavioral approach, the individual not only evaluates his own communication experience but also observes the communication styles and behaviors of others. He also determines his own communication behavior based on the judgment he reaches by observing the communication interactions and styles of others (Öztürk, 2014, p. 20). In this context, by observing the communication styles of their managers in any communication environment within the institution (meeting, presentation, interview, etc.), employees can make a decision with their own communication behavior in case of a possible communication with them. So much so that if the manager believes that an employee who perceives his/her communication competence as negative or weak, will not benefit from it or will be harmed if he/she expresses his/her opinion in a possible communication situation, it is highly likely that this employee will create anxiety regarding communication.

The biological approach explains communication anxiety with genetic factors. According to this approach, shyness, timidity, introversion, etc. are factors that affect communication anxiety. Personality characteristics are transferred to the individual by the family through genetic structures. The individual who is born with these qualities then evaluates the communication situations he encounters in the social environment he is in, according to these codes (Erdoğan, 2018, p. 15).

When the literature is examined, reasons such as "novelty, superior-subordinate relations, status, formality, foreignness, attention-grabbing, degree of interest shown to others, difference" are shown as reasons for the emergence of communication anxiety or the increase of existing communication anxiety (McCroskey, 1984, p. 26).). The existence of a structurally existing hierarchical order in institutions inevitably causes status differences among organizational members. Status differences and predetermined communication behavior patterns within superior-subordinate relationships determine the interaction between managers and employees. In this case, how employees perceive their managers' communication behavior becomes important in terms of communication anxiety.

Another theory on which communication anxiety is based is learned helplessness. According to the learned helplessness approach, individuals develop certain expectations in communication situations and their communication behaviors are shaped depending on these expectations. When the individual's communication-oriented behavior is reinforced or encouraged to speak during the communication interaction, positive expectations are developed. However, when the individual's interaction is hindered or not supported, negative expectations develop. The individual who develops negative expectations begins to feel anxiety about communication. For example, the employee who is encouraged and supported by the manager to speak in meetings, which is one of the most important communication tools in institutions because they are face-to-face, will not experience anxiety about expressing their thoughts and ideas (Karadağ, 2023, p. 35).

A study conducted by Ustuner and Kıs (2014) has concluded that "*there is a positive relation between the managers' communication competencies and the effectiveness of the institution. The analysis of their research regarding the association between communication competence and organizational conflict revealed that communication competence is a significant predictor of organizational conflict*" (p. 34).

In this context, manager communication competencies can be considered as a reason for the emergence of communication anxiety in institutions. Support, one of the communication proficiencies dimensions, means encouraging and giving the individual the opportunity to communicate and speak. If the manager shows a high level of support competence, one of the communication competence dimensions, this will be perceived positively by the employees and they will not feel anxious about communicating in possible communication situations. A

manager whose level of support competence is perceived to be low will cause employees to develop communication anxiety.

Conclusion

When the keywords ‘communication competencies’ and ‘communication anxiety’ are searched in the literature, we can see that the studies generally focus on themes that point to competencies and anxieties related to educational institutions. Businesses such as tourism and health institutions are the source of thesis topics in Turkey in the later order than educational institutions. Especially after the refugee problem, intercultural communication competencies and especially intercultural communication concerns have started to gain importance in both individual and organizational communication. The findings obtained from the literature review also revealed that economic, social and political relations in societies affect both the dynamics in the society and the research topics.

Communication takes place in every moment of daily life and in most of the practices of professional life. Communication is an element that enables the transfer of all information, messages and emotions between people and makes living together possible and productive. Effective communication allows a number of merits, such as helping people understand each other, building synergy together, and ensuring more effective and efficient production. In other words, communication becomes meaningful when it is mutual and both parties are comfortable in the communication process. However, it is an undeniable fact that there are some elements that prevent communication from being effective or from existing. These elements, defined as communication obstacles, are negativities that prevent one or both parties from expressing themselves in the communication process and prevent the communication process from reaching its goal.

One of the most important factors that hinder communication in the context of the organization is the communication anxiety that employees experience during the communication process with managers in employees-superior relationships. Such anxiety creates hesitations and fear in expressing themselves. When managers' communication competencies are at a high level, an anxious process is replaced by effective communication, and as a result, the efficiency and profit of the organization increases.

Eliminating communication barriers is the primary task to prevent communication from being disrupted because without the support and contribution of employees, it is not possible for any organization to achieve high productivity and high profits. Thus, elimination of communication anxiety must be in the first place to have a healthy communication at the workplace.

Bearing the fact that it is up to managers to establish a well-functioning communication system that will enable all employees, units and departments to work in cooperation and coordination with each other in institutions, and to encourage employees to communicate to express their ideas, thoughts and feelings within this communication system, the importance of this study is obvious as it draws attention to the necessary competencies that managers must have in order to achieve success through effective communication.

In this study, it has been discussed how the concept of communication anxiety, which poses an obstacle to effective communication, depends on the communication competence levels of managers in terms of employees. Communication is a structure that helps build a kind of psychological bridge between the organization and the individual. Since the presence of communication concerns within this structure will pose a great threat to the collapse of the bridge, so the issue of communication concerns is an issue that all managers should raise awareness of.

Reduced anxiety will provide positive developments in the individual's communication with his environment. Therefore, managers are expected to review their own communication competencies and raise awareness about whether their employees experience communication anxiety.

A structure that will enable employees to work in harmony is one of the most important issues for organizations. The most important component of such a structure is effective communication and working environment. Since communication is an important factor that plays a role in the effectiveness, efficiency and achievement of organizational goals of organizations, it requires the elimination of all elements that prevent being effective in the communication process.

In cases where employees experience communication anxiety, the organizational flow may not run smoothly. Communication competence becomes important for managers in institutions where interaction and communicative sharing are intense. In fact, it is up to managers to establish a well-functioning communication system that will enable all employees, units and departments to work in cooperation and coordination with each other in institutions, and to encourage employees to communicate to express their ideas, thoughts and feelings within this communication system.

Communication anxiety can be defined as the state of anxiety, fear or tension felt by an individual that prevents him from communicating clearly or a factor which causes a person to avoid communicating during the communication process. A person with communication anxiety has difficulties in communication and is not sure of what he says during the communication process. Because the individual has communication difficulties, he cannot be sure not only of his own words but also of what the other person says. He often has even difficulty in understanding what he hears and may even have difficulty of hearing what has been told. Thus, communication ceases to serve the purpose. Therefore, communication anxiety represents a negative situation that must be prevented.

When considered within the framework of all these, communication anxiety, which prevents employees from participating in the communication process, is a problem frequently encountered in institutions. For various reasons, employees experience anxiety and fear in communicating and prefer to remain silent about organizational processes. Managers do not encourage communication, do not take time to listen, do not provide an environment where employees can express their opinions freely, etc. Communication anxiety arises in employees due to communication deficiencies. Communication anxiety, which poses an obstacle to communication that is important for the existence, success and competitiveness of institutions, needs to be resolved and manager communication competencies need to be developed accordingly.

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