

**POWER, POLITENESS, AND GENDER IN MANAGERIAL
COMMUNICATION IN INDIAN IT WORKPLACE**

*A Thesis Submitted to the University of Hyderabad
in Partial Fulfilment of the Requirements for the Degree*

**OF
DOCTOR OF
PHILOSOPHY IN
ENGLISH LANGUAGE
STUDIES
BY**

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DECLARATION

I **A. Dinesh**, (Reg. No. **14HGPH04**), hereby declare that the work embodied in this thesis titled **“Power, Politeness and Gender in Managerial Communication in Indian IT Workplace”** is carried out by me under the supervision of **Dr. Joy Anuradha**, Centre for English Language Studies, University of Hyderabad, Hyderabad, and has not been submitted for any degree in part or in full to this University or any other University.

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The Researcher has also carried out the following publications and conference presentations in his Ph.D. interim.

A. Published in the following publications:

1. *“Collaborative Language Learning (CLL) in Indian ESL Classrooms: A Study of Regional Medium ESL Learners”*. FORTELL Publication, January 2019, ISSN Print: 2229-6557, Online: 2394-9244. URL: <http://www.fortell.org/content/collaborative-language-learning-cll-indian-esl-classrooms-study-regional-medium-esl-learners>
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DEDICATION

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Best is Yet to Be.

தொட்டனைத்து ஊறும் மணற்கேணி மாந்தர்க்குக்
கற்றனைத்து ஊறும் அறிவு.

(குறள் 396)

Thottanaith Thoorum Manarkeni Maandharkkuk
Katranaith Thoorum Arivu

— (Transliteration, Kural: 396)

Meaning:

Water will flow from a well in the sand in proportion to the depth to which it is dug, and knowledge will flow from a women/man in proportion to their learning.

ABSTRACT

Email communication is one of the most common and useful mediums of communication in modern workplace for sharing formal/official information (Alafnan, 2014). It is commonly used in most business transactions - both, internal and external - to plan, organise, direct and control people and activities of the organisation. Managers adopt various strategies of power and politeness in their communication to suit different contexts and situations. This study attempts to analyse email corpus gathered from different IT organisations to explore the usage of politeness and operation of power in managerial communication of managers in Indian IT context; it also attempts to find out if there are any gender differences between men and women managers in the way they make linguistic choices to express power and politeness. This research exclusively focuses on the moves of appreciation and criticism functions within the internal email communication in Indian IT workspaces.

The theoretical framework for this study is drawn from the concept of politeness using Bargiela-Chiappini F.(2006), Watts J. R., (2003) framework of first order and second order politeness and power from Bargiela-Chiappini F. (2006) and Clegg (2000) model of power. This study employs the following analytical tools: Systemic Functional Linguistics (SFL) by Halliday M.A.K. and Matthiessen, C (2004), Appraisal analysis by Martin & Rose (2003), Move analysis by Bhatia (2004) and Swales (1990). Key linguistic systems like theme-rheme, subject position of the move and lexis play an important in the operation of politeness and power in the email communication (Halliday & Matthiessen, 2004).

The researcher first gathered the email data (315 emails) from six IT organisations in Telangana, Bangalore and Tamil Nadu states after shortlisting the organisations that were willing to share the data. The researcher changed the specific confidential details such as names of the organisations and managers into generic terms as part of confidentiality agreement with the organisations. The email data of both men and women managers was first sorted on the basis of functions. Appreciation and Criticism function emails were chosen for analysis. The move structure analysis was done for both functions and each move was analysed using SFL and appraisal analysis to probe power and politeness in the managerial email communication.

In appreciation email function, the data analysis identifies four common moves: appreciation, thanking, direct appeal and background moves. The moves in the appreciation emails are carried out using lexis, different linguistic usages and structuring of moves. In most of the appreciation emails, the thanking move or appreciation move is the major move which expresses positive appreciation. It is found that corporate social order plays a major role in defining the common-sense notion of politeness in Indian IT workplace. In this move we find managers balancing their institutional and relative status of power, though the relative status is more predominant in appreciation. It is found that corporate social order plays a major role in defining the common-sense notion of politeness in Indian IT workplace. Men and women managers exhibit similar strategies of politeness and power.

Criticism email function identifies criticism, reprimand, direct appeal and background moves. Managers deliver criticism by the structuring of moves and appropriate lexis. In criticism email, first order politeness is achieved through second-order politeness as expressed by hedges, attitudinal markers, thematisation, questions, processes, mood and non-verbal elements. Criticism email data shows that managers use questioning, direct appeal move and hedges mostly to soften their criticism. The institutional status of power is predominant over the relative status.

Analysis of the study has highlighted the following key findings: move structuring plays an important role in the operation of power and politeness in both appreciation and criticism email function, corporate social order influences the first-order politeness (common-sense notion of politeness), managers use both institutional and relative status flexibly to achieve their organisational goals in the modern workplace, and the influence of corporate social order almost erases the line between men and women managers in their email communication as they focus on attaining organisational goals.

This study also carries pedagogic value to the field of teaching of English for Specific Purposes (ESP) in the Indian context. This research situated in the multilingual and multicultural Indian context provides insights into professional discourse and linguistic patterns in use in the Indian workspaces. The findings of this study will help research community notice the narrowing of gender differences in the use of politeness strategies and operation of power in managerial email communication. Specifically, the findings can lead to developing innovative materials and pedagogical techniques to teach different aspects of managerial and business communication in the context of Indian IT workplace.

CHAPTER – I

INTRODUCTION

1.1. Introduction

Managerial communication plays a significant role in the functioning of any workplace. Effective managerial communication is synonymous with the success of the organisation (Datta, 2013). In an organisation, manager is the key figure in sharing information within the company and outside the company to different employees and clients. For this reason, managers are identified as central figures in workplace communication. One of the vital surviving skills for any manager within a workplace is effective managerial communication (Rogers, 2013). This study specifically focuses on the internal managerial communication in Information Technology (IT) workplaces in India.

This study examines internal email communication between men and women managers in the Indian IT workplace. Email communication is one of the most common and useful mediums of communication in modern workplace for sharing formal/official information (Alafnan, 2014). It is used in most business transactions which happen both internally (within the organisation) and externally (outside the organisation, with clients) to share information. For this reason, email corpus from various IT companies was gathered with a focus on analysing the usage of politeness and operation of power in managerial communication between men and women managers. This research exclusively focuses on internal email communication in Indian IT workspaces.

1.2. Aim of the Study

In recent times, the role of woman in the Indian IT industry has substantially increased. In this modern workplace context, it is important to understand the styles of communication and interactional strategies used by men and women managers in Indian IT workplace. This research explores the interlinked role between men and women managers in their workplace communication in the operation of power and usage of politeness within this merged space. Research in the field of workplace communication highlights the significance of the use of power and politeness in managerial communication (Holmes & Stubbs, 2003; Holmes, Schnurr & Marra, 2007). This study highlights the operation of socio-cultural contexts in the understanding of power, politeness, and gender in managerial communication in Indian IT workplace. This study also brings forth the micro and macro aspects which contribute to the understanding of power and politeness in Indian IT workplace among both men and women managers.

This research explores the gender differences between men and women managers in their internal email communication. Earlier research has proved that there are gender differences between men and women employees in their way of communication (Lakoff, 1973; Holmes, 2006). Building on these previous findings, this data analysis throws light on the different communicative styles and strategies used by both men and women managers in the Indian IT workplace.

1.3. Background of the Study

The growth of information technology (IT) companies in India is closely connected to the growth of the Indian economy (Singh, 2017). The IT sector has contributed to the increase of India's GDP from 1.2% in 1998 to 7.7% in 2017 (Kohl & Sapun, 2017) (NASSCOM, 2017). The growth of IT sector is crucial to the development of other service sectors in fast growing economies like India. India is the third largest country with technology start-ups in the world (Kurian, 2019). This multicultural, multilingual, multi-ethnic influence of traditional societal hierarchy and gender differences in Indian patriarchal society are some of the factors which make Indian IT workspaces unique and complex in comparison to other countries' IT workspaces (Shankar & Bhatnagar, 2010; Srinivasan, Murthy, & Makra, 2013). Gender disparity is one of the major concerns in Indian IT workspace. As per Booz & Company's report (Aguirre, Hoteit, Rupp, & Sabbagh, 2012), India is ranked 115 out of 128 countries in gender equality in IT workspace. Existing literature in the field of Indian IT workspace fails to address these complexities (Sczesny, Bosak, Neff, & Schyns, 2004).

In India, IT companies have introduced a new workplace environment and corporate culture. A number of women joining IT companies in the recent decades has increased because of the shift from industry-based workplaces to IT-based organisations. In this context, this study explores various interactional strategies used by both men and women managers in the multi-ethnic and multilingual Indian IT workplace.

Few studies address the intricacies of politeness in business and managerial communication in the Indian context. In western countries, the study of politeness in

business communication in general and managerial communication in specific has been widely explored (Chiappini, 2003; Herring, 2003; Holmes, 2005). However, in the Indian context, the area of politeness in business communication is a developing field of research. This calls for an exploration of the area of politeness in managerial email communication in the Indian IT workplace. In the following sections, business communication and its significance in managerial communication will be discussed.

1.4. Business Communication

Business communication is not casual conversation, it is formal, planned and goal driven with specific rules (Rogers, 2013). Effective business communication is one of the key factors for any business transaction to attain its desired goal and success (Chiappini, Nickerson, & Planken, 2006); (Nickerson & Planken, 2015). Business communication can be both internal and external. Internal communication includes communication that occurs within the organisation whereas external communication deals with communication that operates between an organisation and its clients and others outside the organisation. The definition by Chiappini and Nickerson (cited in Bhatia & Bhatia, 2011) describes business communication as

“talk and writing among individuals whose main work, activities and interest are in the domain of business and who come together for the purpose of doing business, which usually takes place within a corporate setting, whether physical or virtual” (Bhatia & Bhatia, 2011, p. 32).

It supports the users and familiarises them with specific rules and trains them to be effective and efficient users of business communication. This research focuses on written

email communication collected from various Indian IT workspaces. The above definition of business communication contributes to the understanding of email communication as competitive activity in which the sender and receiver compete to convey meaning and gain attention. The following section provides a concise overview of channels and types of managerial communication.

1.5. Managerial Communication

Managerial communication assimilates the functions, skills and abilities of management and communication. Effective communication is one of the necessary managerial skills which determine the success of the manager and a business organisation. According to Rogers (2013) managerial communication has certain key functions. They are:

- i) understanding the audience response,
- ii) choosing appropriate workplace communicative medium,
- iii) shaping the organisational genres,
- iv) executing effective communication in crisis and
- v) using discourse interaction.

In the context of this study, these key functions will be borne in mind while analysing email corpus. Also, they are the preamble to the in-depth analysis of gender normative managerial email communication in the following chapter.

1.5.1. Channels of Managerial Communication

This subsection introduces various channels of managerial communication. An outline of these channels is provided to delineate email communication as the focus of this research. Managers employ different channels for their communication within the organisation and choose their channels based on the person and context. There are two primary channels of communication. They are: a) spoken and ii) written communication.

1.5.1.1. Spoken managerial communication

Spoken managerial communication is the most used communicative channel between organisation and its customers. Spoken form can be verbal and nonverbal communication. Verbal communication includes spoken words and discourse, and nonverbal communication includes gestures, body language and facial expressions of the managers during their communication. This study does not focus on spoken managerial communication as it is not possible to record this data in lieu of confidentiality clause.

1.5.1.2. Written managerial communication

Written communication has its own advantages over spoken form in managerial communication. To share any important/confidential information this channel of communication will be used, because it has legal value. Mostly written communication will be documented because of its importance. This research draws insights from both verbal and nonverbal cues in managerial email chains. Riggio (2005) believes that email communication does not have nonverbal aspects because it does not exhibit any visual and auditory nonverbal cues. Milne (2010) is ambiguous about the presence of nonverbal aspects in email communication. She discusses the presence of ‘social cues’ such as

gender, geographical location and organisational information as the only factors beyond the language in emails. The above research states that nonverbal cues are absent in email communication. Additionally, Chilwa (2010, p. 114) affirms the absence of nonverbal cues in email communication makes it more impersonal and mechanical. She considers this as an advantage because the sender has more control over language use in email communication compared to face-to-face communication. However, Huang (2016) states that nonverbal cues in email communication can also display personal features in communication with the use of emoticons, capitalization, and font size (p. 189). In contrast, Gamble & Gamble (2017) theorises the presence of nonverbal cues in email communication. The following nonverbal cues are considered to have significant impact in the way an email is perceived by the receiver: font size/choice, capitalising, bold (p. 148).

For an effective and holistic overview of politeness strategies and power in managerial workplace emails, this study places equal importance on both verbal and nonverbal cues in managerial email communication in Indian IT workplace.

1.5.2. Types of Managerial Communication

There are different types of managerial communication they are: upward communication, downward communication, horizontal communication, and grapevine communication. Operations of these types of communication are primarily based on the organisational hierarchy.

- Upward communication: Communication that happens from low-level employee to the top-level managers. It occurs when a lower level manager/subordinate needs clarification, permission or makes a request from/to his/her superiors. Because of

unequal power distribution in this pattern of communication, more polite markers and indirect expressions will be used.

- Downward communication: This kind of communication happens down the order of hierarchy from the higher-level manager to their lower-level managers or employees. This pattern of communication is mostly used when a manager is discharging his/her duty. The manager will adopt authoritative or friendly style of writing with affirmative and direct communicative patterns to instruct or pass the information to the employees.
- Horizontal communication: In this type, communication happens between managers who hold the same level hierarchical positions. The choice of language will depend on the kind of power relation speakers wish to establish. In general, the language style can be more formal or friendly based on the rapport established between them.
- Grapevine communication: This communication does not follow any hierarchical order as it is an informal type of communication. This informal type of communication can happen between any level of manager and any level of employee.

In actual workplace, all these patterns of managerial communication occur simultaneously and the distinction between these types gets blurred. The relationship between managerial communication patterns and language style is not straight forward. This relationship is largely governed by different factors like context, culture, institutional culture and values, personal rapport, gender, and age. This research study focuses on gendered managerial email communication in Indian IT companies in the usage of politeness and operation of power. The following sections will set the context for this study by discussing the use of

politeness, power in workplace and the gender difference in managerial communication in the context of Indian IT companies.

1.6. Key Terms

This study uses three key terms: politeness, power, and gender. These terms are important for the study of managerial communication. Several studies have been carried out based on these terms, however, these terms are loaded and need more focus to understand within a cultural context.

1.6.1. Politeness in Workplace Communication

Politeness is one of the key terms in understanding workplace communication. The impact of politeness is significant in modern workplace communication. It helps in building smooth relationships among employees and helps in improving the efficiency of the team. In general, IT companies encourage teamwork among their employees. To improve the team's productivity, managers use various politeness strategies. Employing appropriate politeness tools in IT workplace helps managers reach a higher position in the organisation. In this context, this study focuses on the use of polite expressions among the men and women managers in the Indian IT workplace.

1.6.2. Power in Workplace Communication

Power in workplace communication plays a pivotal role in improving the efficiency of the organisation. In modern workplace, the notion of power has been changed from the traditional mode (hierarchy) to a more subtle way of exhibiting power. In general, power in workplaces was more hierarchical with the direction of the flow generally from top to bottom but the advent of information technology in the workplace has changed its flow

drastically. In modern IT companies, power can even flow from bottom to top, for example a subordinate can have specialised knowledge in a field which can give him/her a specific power. IT companies expect high performance from its employees to keep up with the market demands, so managers tend to exhibit different coercive power strategies to improve the team efficiency. In this context, this research analyses the operation of power in Indian IT workplace among men and women managers.

1.6.3. Gender in Workplace Communication

Studies in the field of gender and communication prove that gender difference is prevalent in the communicative patterns of men and women in terms of their linguistic behaviour and stylistics (Holmes, 2006). The communicative pattern of women is more inclined towards the use of polite, cooperative, less assertive, supportive, apologetic, and expressive forms; men are believed to be more assertive, self-promoting, direct and competitive in their communication (Lakoff, 1990; Holmes 1995; Graddy, 2004; Cameron & Bernardes, 2008). There is limited research in the field of gender and managerial communication; in this context, this study looks at the gender and managerial communication in Indian IT context. The following section states the rationale for this study.

1.7. Rationale of the Study

Politeness and power are universal concepts which are present across cultures. Though they are common, understanding of these terms is different across cultures because the realisation of practice and social rituals is diverse. For this reason, politeness and power present an intriguing phenomenon of study for language teachers and practitioners. This thesis looks closely at how politeness and power function in work scenarios in Indian IT

contexts. Also, as Eckert and McConnell-Ginet (2003) commented, workplace communication is mostly viewed through gender lens which makes workplace communication an interesting and complex area of study for language researchers.

The manager is a central figure in sharing information in an organisation. The success of an organisation is highly dependent on the effectiveness of the managerial communication. The manager should be effective in his/her communication to maintain a successful business environment. Within managerial communication, this research will focus on written communication, specifically email communication. Email communication is one of the most common and frequently used modes of managerial communication in the modern workplace. For effective communication in ever-expanding workspaces with offshore and onshore locations, written communication, specifically emails, is the preferred mode of internal and external communication. Due to the prevalent use of emails, the present study has chosen to focus on email communication. In the past, researchers of managerial communication have mostly looked at external communication. There is relatively less focus on internal email communication in the workplace. This study specifically looks at the internal managerial email communication.

Communication in the Indian IT workplace is still an untapped field, due to data security and high confidentiality issues. To move ahead of this difficulty in data collection, this study collected authentic email data to analyse managerial email communication in the Indian IT workplace. In India, most workplaces predominantly comprise of men employees and managers. As mentioned previously, with an expanding women-employee population, there is a considerable increase in the recruitment of women employees for various managerial positions as well.

This study uses the SFL framework to understand the micro and macro aspects of power and politeness in managerial emails. Employing this linguistic framework helps in the analysis of language in its functional form rather than an isolated language sample. In addition, this type of SFL analysis undertaken in this thesis also situates this thesis in the field of ELT and English Language Studies.

This research focuses on the difference between the men and women managers' email communication in the Indian IT workplace. Mainly, this study explores the operation of power and usage of politeness strategies in the managerial email communication among both the men and women managers in Indian IT workplace.

1.8. Research Questions

- 1) What are the moves in different email functions of managerial communication in Indian IT workplace?
- 2) What are the power and politeness strategies used by managers in their email communication in the context of Indian IT workplace?
- 3) How do men and women managers differ in the way they use politeness and power strategies in email communication in the context of Indian IT workplace?

1.9. Chapter Outline

This thesis consists of seven chapters. A brief description of each chapter is given below.

1.9.1. Chapter 1: Introduction

The introduction chapter presents the overview of the thesis by discussing the objective and background of the study, managerial communication in general and the key concepts and rationale of this study and then presents the research questions. In addition, this chapter also presents the structure and overview of each chapter. This chapter sets the context by discussing the flow of the study.

1.9.2. Chapter 2: Theoretical Background and Literature Review

This chapter discusses the theoretical background and review of relevant literature used in this study. First, the theoretical background for the key terms used in this study is discussed. ‘Politeness’ is one of the key terms in this study; this section presents the development of politeness understanding in three waves: first wave, second wave and third wave. Secondly, ‘Power’ is another key term used in this study; this section maps the development of power from: early schools, Marxist theory, Neo Marxist theory and post-modern theories of power. Thirdly, ‘Gender’ is another key term used in this study; the understanding of gender is discussed based on the developmental understanding as: dominant approach, different approach, and socio-constructive approach. This chapter presents the overall lineage of these key terms and their theoretical understanding.

In addition, this section also discusses the analytical tools used in this study: genre and approaches to genre analysis and systemic functional linguistics tools. Finally, relevant review of literature in the field of politeness, power, and gender in workplace

communication and workplace email communication are discussed. This review of previous literatures in the field present the macro and micro features in the understanding of power, politeness, and gender in managerial email communication across the globe.

1.9.3. Chapter 3: Thematic Theoretical Background

This chapter presents the specific theoretical framework used in this study. This section helps the reader to have a snapshot view of the relevant theories used as part of the thesis. Politeness is understood by drawing from the theoretical ideas of Bargiela-Chiappini's (2006) first order politeness and Watts' (2003) second order politeness. Power is understood using Bargiela-Chiappini's (2006) and Clegg's (2000) model of power, and gender is perceived using socio-constructive approach found in Holmes & Schnurr (2006) and Litosseliti (2013).

In addition, this chapter also presents various analytical tools used in this study: Systemic Functional Linguistics (SFL) tool by Halliday M.A.K and Matthiessen C (2004), Appraisal analysis by Martin & Rose (2003), Move analysis by Bhatia (2004) and Swales (1990). These analytical tools are used to analyse the email data based on its function. This study used the SFL framework to analyse the clause level email function. Employing this linguistic framework helps in the analysis of language in its functional form rather than an isolated language sample. Finally, Martin & Rose, (2003) appraisal analysis tools are used to discuss the attitudinal markers in both the email functions by men and women managers.

1.9.4. Chapter 4: Methodology

This chapter discusses the research methodology adopted and research framework in this study. It gives an overview of the data site, profile of the data, data collection tools and

ethical consideration of the data. More importantly, this chapter also highlights the processes and procedure of the data collection. This stage was categorised into three stages: Pre-data collection stage, during data collection stage and post-data collection stage. These stages helped the researcher gather authentic email data from different managers of both men and women in Indian IT workplace.

1.9.5. Chapter 5: Data Analysis – Appreciation Email Function

Analysis of the study is presented in two chapters; Chapter 5 analyses appreciation email function and chapter 6 analyses criticism email function. This chapter describes the first part of data analysis- appreciation email function . This chapter is classified into three parts. First part discusses the move structure in appreciation email function and classifies them as major and minor moves. Second part analyses appreciation email function using the systemic functional linguistic (SFL) analysis and appraisal analysis for each move separately. In addition, this section also highlights the spoken discourse markers and nonverbal aspects identified in appreciation email function. The final section discusses the overall politeness, power, and gender difference in the appreciation email function.

1.9.6. Chapter 6: Data Analysis – Criticism Email Function

This is the second part of the data analysis. Criticism email function is analysed in this chapter with the similar structure of chapter 05. This analysis comprises three segments. First section discusses the moves in criticism email function and highlights the major and minor moves in this email function. Second section presents the analysis of this email function using SFL framework of Halliday & Matthiessen C (2004) and Martin & Rose (2003). This section presents the linguistic analysis of the data. The final section discusses

the analysis and relates it with politeness, power, and gender in managerial email communication in criticism emails.

1.9.7. Chapter 7: Findings and Discussion

This chapter reports the major findings that can be drawn from the analysis. Findings are presented in several segments based on the research questions. First, the move structures in both appreciation and criticism email functions are discussed. Secondly, difference in the use of politeness and power strategies between men and women managers in managerial email communication is discussed. Significant findings have been identified from the analysis of the email data of men and women managers in their use of power and politeness in managerial email communication in Indian IT workplace.

1.10. Conclusion

This chapter gives an overall background to the study by discussing the key concepts, aim , background, and research questions of the study. These aspects help to have a broad understanding of the study and its relevance in the modern Indian IT workplace and in Indian ESP context. The next chapter will elaborately discuss the theoretical background of the study, relevant literature review for the study.

CHAPTER – II

LITERATURE REVIEW

2.1. Introduction

This chapter discusses the relevant literature and theoretical background in detail. This chapter is categorised into two sections. In Section one, key theoretical frameworks, research paradigms and seminal works in the research of power, politeness, and gender are discussed in detail. In section two, detailed review on the relevant literature on power, politeness, gender, and email communication are presented. This section foregrounds the research gap and the relevance of this present study in Indian workplace communication. The following sections discuss the chronological overview of theoretical background for politeness, power, and gender.

2.2. Politeness

2.2.1. Introduction

The notion of politeness varies across linguistic communities around the world, and it is implemented differently in different cultures and societies through linguistic and other semiotic sign systems. The concept of politeness has been studied extensively by different researchers, yet it is difficult to define because of its complex, and varied nature across cultures. Politeness features in one linguistic community may not be the same in another linguistic community because of the cultural differences in the society. For example, the use of honorific in Dravidian languages (Tamil, Telugu, Malayalam, and Kannada) as a

mark of respect is common whereas this linguistic feature is not available in the English language. But English speakers use a different linguistic subsystem to indicate politeness. In linguistics and applied linguistics, the notion of politeness and features of politeness markers are explored through different theoretical and analytical frameworks. Politeness can be studied and evaluated from three different perspectives: linguistic, sociological, and socio-constructive perspectives. The following sections will discuss these perspectives in detail.

In linguistic perspective, politeness is exclusively understood and perceived through linguistic features in personal interactions (Lakoff, 1973; Leech, 1983; and Brown & Levinson, 1987). This linguistic perspective understood politeness as a conscious act, and it aims at agreement with the interlocutors (Leech, 1983). This perspective also believed that using certain linguistic features in specific parameters (context/situation) will help avoid friction in interpersonal communication and facilitate smooth personal relationship between individuals (Lakoff, 1973). Likewise, politeness was also viewed as a face-saving act which helps avoid face threatening situations in interactions (Brown & Levinson, 1987). The features mentioned above were employed by early linguists to study politeness. For example, using face theory (Brown & Levinson, 1987) it has been proven that women in Mayan community use more polite expressions than men (Brown, 1980). These early politeness theorists were the precursors in adopting the concept 'politeness' from sociology (Goffman, 1967) to linguistics (Lakoff, 1975; Grice, 1975; Brown & Levinson, 1987). For example, the framework of 'face' to study politeness (Goffman, 1967) has been extensively drawn from sociological perspective. Goffman's (1967) idea of 'face' was used by Brown and Levinson (1987) and other earlier theorists to study politeness. These ideas

were widely used and developed further by later linguists. Despite their wider acceptance, it was criticised by later linguists and applied linguists. The reasons for criticism against linguistic perspective of politeness are as follows: 1) They looked at the linguistic aspects in isolation which did not give complete understanding of politeness in a wider social context. 2) This perspective looked only at the micro elements of politeness. (Kadar, 2017) 3) These theories were developed for Euro-centric societies and so it failed to accommodate other socio-cultural contexts like African and East Asian perspectives (Yeung, 1997; Fukada & Asato, 2004). These criticisms have exposed the theoretical flaws and inadequacies in the linguistic perspective to explain the complex process of politeness employed in day-to-day communication. So, this perspective fell out of favour and gave rise to a new sociological perspective.

Sociological perspective views politeness beyond the linguistic feature and considers the sociological aspects in the formation of politeness and polite expressions. In the following section sociological perspective to politeness is discussed.

In sociological perspective, politeness was studied as a social phenomenon and the focus was on identifying the cross-cultural differences in the application of politeness. Unlike the previous approach, this approach gives importance to the culture, context and situations involved in the usage of politeness. Early studies (Ide, 1989; Kasper, 1990; Yeung, 1997; Fukada & Asato, 2004) in sociological perspective have proved that different cultural contexts and social situations have formulated a different understanding of politeness and it is expressed differently in each culture and domain. The studies mentioned above emerged from a sociological perspective and did not adhere to the idea of 'universalisation' of politeness principle from 'linguistic perspective' because the earlier approach conceived

culture as a single uniform entity (Hill et al, 1986; Ide 1989; Yeung, 1997; Fukada & Asato 2004). For example, Ide's work highlights the shortcomings of the earlier approach which promoted prescriptive/narrow understanding of politeness and exposed the faultiness of 'universalisation of politeness'.

Specifically, research that studied East Asian context like Japanese and Chinese has identified the inadequacies of linguistic politeness frameworks (Lakoff, 1973; Leech 1983; Brown & Levinson, 1987) in providing logical explanation for politeness usage in East Asian cultures. For example, Brown and Levinson (1987) theory of politeness did not account for the cultural differences and claimed their theory as universal phenomenon but it was later disproved by Ide (1989) in Japanese and Yeung (1997) in Chinese contexts. They found that the use of honorific to express politeness is common in Japanese and Chinese languages, which cannot be explained as a universal feature of politeness.

Despite the effort to study politeness through sociological approach in different cultural contexts, culture has been treated as a single unified entity and the different aspects of culture have not been explored. Theorists of the sociological perspective failed to understand that politeness is constructed and shaped by different cultural and social factors even within the same society. Therefore, the notion and application of politeness varies within the same society. For example, notion of politeness differs from home to workplace within the same community. These micro differences are not accounted in the sociological perspective. The criticism mentioned above by the later theorists (Watts, 2003; Holmes, 2005; Chiappini, 2006; Kadar, 2017) questioned the foundation of sociological approach and paved way for a socio-constructive approach to understand politeness. In the following

section, conceptualisation of politeness from socio-constructive perspective will be discussed.

Socio-constructive perspective believes that politeness is constructed by multiple socio-cultural factors, social identity and institutional factors in a given context (for example, workspace, home and conversation with friends) (Watts, 2003; Chiappini, 2006; Holmes, Marra & Vine, 2012; and Kadar, 2017). This perspective understands that politeness is not constructed through a single social entity rather it is constructed by the different social systems in the context (Watts, 2003). One of the key features of this approach is that it focuses on the cross-cultural differences in politeness and it also takes into consideration the readers' and listeners' evaluation of politeness (Kadar, 2017). Importantly, this perspective tries to map the link between micro and macro aspects in the construction of politeness (Watts, 2003; Chiappini, 2006).

For example, Watts (2003) has developed the concept of first order and second order politeness to link the micro and macro features, which encourages inclusiveness in the understanding of politeness. First order politeness includes common sense notion of politeness in a particular society, which is shaped by different historical, cultural, and social process. In India, the notion of politeness is perceived through different linguistic cues and non-linguistic behaviour and is expressed based on certain protocol in the family and workplace in an organisation. Second order politeness emphasises on how the notion of politeness is realised through different linguistic and non-linguistic systems that are employed in our day-to-day communication. In India, women were given first preference in public queues and this social behaviour is exhibited through certain linguistic cues like 'ladies first'. This example can be challenged by interpreting it from a critical perspective.

Kadar, a key proponent of modern politeness theories, has developed politeness theory (2017) using the principles of socio-constructive perspective. His theory of politeness emphasises on including the readers' or listeners' evaluation of politeness from a moralistic viewpoint. His theory of politeness can be criticised for including moralistic evaluation. The moralistic evaluation will lead to more subjective evaluation which has to be controlled by specifying the parameters for moralistic evaluation. Despite the criticism, his evaluation perspective has brought in a new dimension to politeness research. In this study, socio-constructive perspective is adapted to study the politeness in IT workplace. Socio-constructive perspective is used in this study because it employs micro and macro perspective and includes social factors as well as linguistics features in the analysis of the email data which in turn will facilitate an inclusive study of multicultural and multilingual Indian IT workspace.

The above discussed politeness perspectives (linguistic, sociological, and socio-constructive) can be understood better when it is viewed through its evolution processes right from the linguistic perspective to the socio-constructive perspective. All these perspectives have contributed to the understanding of politeness. Taking insights from all these perspectives will help us develop a holistic theory of politeness. Evolution process of these perspectives is non-linear; for example, Watts' idea of first order and second order politeness (2003) stems early in his work, *Relevance and relational work: Linguistic politeness as politic behaviour* (2003) but the socio-constructive perspective in politeness research gained prominence in late 90s. This shows that the process of evolution cannot be presented in a linear or a chronological pattern. In this study, evolution of politeness research in the field of linguistics and applied linguistics is mapped in three different

waves: 1) first wave, 2) second wave and 3) third wave politeness. Presenting the evolution of politeness as waves can highlight the advancement of different theoretical paradigms in politeness research. In addition to presenting politeness as a wave, there are other different classifications used by different politeness theorists. Kasper (1990) has classified politeness into six subdivisions (conflict avoidance act, linguistic enactment of politeness, sociological factors interference, social and psychological factors influence, discourse type (form and function) and rudeness (Kasper, 1990, p. 2). This classification did not consider the recent research on politeness. Culpeper (2011) classified three waves (first wave, second wave and third wave) of politeness. Mills (2017, p.16) also identified three waves of politeness as Culpeper's (2011) classification but Mills' (2017) classification of politeness includes all the recent trends. To review the concept of politeness, Mills' (2017) classification has been used in this study because it accounts for various micro and macro aspects in its classification. Each wave has salient features which will be discussed in the following section.

2.2.2. First Wave Politeness

First wave politeness focuses on the linguistic features which are involved in the construction of politeness for smooth interpersonal relationships. The main proponents of this wave of politeness are Goffman (1967), Grice (1975), Lakoff (1973, 1975, 1977), Leech (1983) and Brown and Levinson (1987). According to Lakoff (1973), politeness in communication was developed by people to 'avoid miscommunication or conflict in interpersonal communication'. Leech (1983) considered politeness as a 'planned/strategic/calculated communicative behaviour which functions as a conflict

avoidance act'. This perspective looked at politeness as a linguistic and non-linguistic feature.

The notion of politeness was drawn from the field of sociology (Goffman, 1967; Grice, 1975). Robin Lakoff (1973, 1977) is considered the pioneer of modern politeness because it is, she who appropriated politeness from Grice's (1975) cooperative principle and formulated it in the field of linguistics and applied linguistics as 'politeness principle'. Later this was developed by Geoffrey Leech (1983) as 'politeness maxim'; he developed it from Gricean maxims. In this period, Erving Goffman's (1967) (linguist in Chinese language) work Interactional ritual: Essay on face to face behaviour influenced various linguists by his concept of 'face'. Brown and Levinson (1987) were persuaded by this theory and appropriated 'face' to linguistics and brought out various strategies to save face and avoid face threatening acts. 'Face' is the self-image of an individual which one would like to carry for oneself. Brown and Levinson (1987) regard politeness as a function to 'soften face threatening act'. Overall, first wave politeness considered politeness as 'strategic linguistic choice to avoid conflict and build smooth interpersonal relation'. The following section will discuss the features of first wave politeness in detail.

2.2.2.1. Reducing Friction in Interpersonal Interaction

Here, language is considered as a tool to avoid or reduce friction in interpersonal interaction (Lakoff, 1975). To reduce friction and to have effective communication Lakoff (1973, 1975& 1977) has formulated politeness principle from Grice's 'cooperative principle' (CP). Grice's (1975) cooperative principle was developed to make communication 'clearer'. Lakoff's politeness principle has three functions: 1) keep aloof, 2)

give option and 3) be friendly. These politeness principles primarily aimed to make the communication to 'be clear and be polite'. To avoid friction, these three principles should be used in communication. This is the first linguistic politeness theory, which focused on the micro feature of politeness. Later this theory was criticised for conceptualising politeness from the speakers' perspective and for considering only the language aspect which was involved in the formation of politeness. The following section will discuss how politeness was considered as a planned conflict avoidance act.

2.2.2.2. Strategic Conflict Avoidance Act

In the first wave theory, politeness is also perceived as a 'strategic conflict avoidance act' (Leech, 1983). Leech (1983) came out with six politeness maxims to strategically avoid conflict in communication. Tact, generosity, approbation, modesty, agreement, and sympathy are the six maxims proposed by Leech (1983). As mentioned earlier, his politeness maxims were also influenced by Grice's (Cooperative Principles). Leech's politeness maxims were associated with 'cost-benefit analysis' (Leech, 1983) between speaker/writer and listener/reader. In this the reader or the listener should be benefited more than the speaker or the writer. It did not account for the speaker's or writer's perspective; so, these maxims were questioned by the later theorists. Also, there was no clear distinction between the maxims. Later, Brown and Levinson (1987) proposed 'universalisation' of politeness theory.

2.2.2.3. Softening the face threatening act

Brown and Levinson (1987) considered politeness as 'softening face threatening act' by understanding the readers'/listeners' face wants. 'Face' is the self-image of an individual

which everyone carries for oneself to create or showcase their self-esteem/identity. Every individual will have a desired self-image that is known as 'face want' (Brown & Levinson 1987). To soften the face threatening act and to have smooth communication, it is important to consider everyone's face wants without threatening. In order to avoid face threatening, Brown and Levinson (1987) came up with a few strategies. They are positive face and negative face; these have to be used carefully. It is important to understand both the positive and negative face to have balanced communication.

Positive face includes communication which increases the self-esteem, admiration or respect of the listener or reader to address their face want. In this communicative act, the speaker/writer will give strong support or positive acknowledgement in the initial part of the interaction and at the end he/she will unfold a specific request in a more subtle and polite manner. For example:

“Hi Saravanan, I wanted to ask you for help because you are an expert in this field, I am sure you are the specialist who can resolve this bug. Even the senior manager had mentioned your expertise in the last team meeting. I am sure you are the right person to help with the bug in this programme. Could you please help me with that?”

Negative face is an attempt to avoid making the reader or listener to feel imposed upon, by giving them autonomy to choose and by not disturbing their freedom of action. Negative face is not being impolite. For example:

“Hi Ramesh, I want to ask you for help in this project. Of course, - feel free to say no if you are busy. I know this is short notice; you could be busy with your team, but if you could help, it would be a great support.”

The above examples highlight the importance of positive and negative politeness. In the first example, positive acknowledgement about Saravanan was given first - about his effort and specialisation - and finally the request was placed to avoid face threatening act. In the second example, first a subtle request was made to Ramesh to help with the work. It is important to use both positive face and negative face based on the necessary context to build communication which softens the face threatening of the reader or listener.

Brown and Levinson's (1987) theory primarily aims at 'avoiding face threatening act' (FTA) in communication. FTA threatens the self-image of an individual which will potentially lead to miscommunication. Few strategies are given to avoid FTA apart from using positive and negative face. They are: doing an act on-record, doing an act without repressive action, doing an act with positive politeness, doing an act with negative politeness, doing an act off record and not doing the act itself (Brown & Levinson, 1987). They believe that politeness interactions will be determined based on the power relation between the speaker and listener, distance between the speaker and listener and rate of imposition by the speaker over the listener or reader. Based on all these features they claimed this theory to be 'universal'.

Later theorists (Ide, 1989; Yeung, 1997; Fukada and Asato et al., 2004) discarded the first wave politeness because it only looked at the micro aspects of politeness alone. Kadar (2017) critically evaluates the first wave politeness tradition and provides the possible

reasons that could have contributed in claiming the linguistic politeness as universal. Kadar (2007) affirms that, in late 1960s, Chomsky's generative grammar was very popular in which 'universalisation' was an important feature. In that period, to be widely accepted by everyone, theory needed to have universal validity. That might have been the case with earlier politeness theories which were considered as universal (Culpeper, 2011; Kadar, 2017). Overall, first wave politeness gave a one-sided/distorted view of politeness. Brown and Levinson theory generalises politeness from only three languages and tries to prove it as a 'model person' perspective. A 'model person' is 'one who is fluent in his/her language usage'. It is very difficult for every individual to be competent in a language and use it, therefore this theorisation is under scrutiny. Moreover, it did not provide ample context to validate its generalisation (Eelen, 2001; Culpeper 2011; Kienpointner & Stopfner, 2017). Therefore, this approach was considered a biased view which just had a micro perspective and ignored other socio-cultural factors which play a potential role in shaping politeness. Later, theorists from East Asian contexts and other parts of the world (Hill et al., 1986; Ide, 1989; Yeung, 1997; Fukada & Asato, 2004) focused on the socio-cultural aspects and cross-cultural differences in the understanding of politeness.

2.2.3. Second Wave Politeness

The second wave theory of politeness pays attention to the sociological features which govern the formation of politeness (Eelen, 2001). The earlier approach viewed only the linguistic aspects of politeness without considering the fact that every individual is part of a wider social context, in terms of their choice and selection of linguistic resource in the immediate communicative context. Unlike the previous approach, this approach considers language as one of the sociological aspects in understanding politeness. This theory

embarks more on different sociological attributes like culture, gender and time which determine the linguistic politeness (Eelen, 2001). For example, gender difference is foregrounded in Holmes' (1995) research findings; her research, in New Zealand workplace context, proves that there are differences in the way men and women employees communicate. In this context, men employees comparatively use more direct and authoritative expressions than women. Women's communicative styles on the other hand, were friendlier and more cooperative in nature. This study showcases the different communicative patterns between men and women in their communication in the New Zealand workplace context. Similarly, there are different sociological factors like gender, culture, time, and other factors which decide the structure of politeness in different sociological contexts.

The beginning of second wave politeness started with challenging the notion of 'universalisation of politeness' (Brown & Levinson, 1987) and proved the cross-cultural differences in the usage of politeness from Chinese and Japanese contexts (Hill et al, 1986; Ide, 1989; Yeung, 1997; Fukada & Asato, 2004). Brown and Levinson's (1987) idea of politeness (first wave) was that the 'individual determines the language and the context, but the sociological approach (second wave) believed that context determines the language decision'. Later, they focused their attention on the sociological factors which determine politeness (Mills, 2017). The following section will discuss key features of second wave politeness in detail.

2.2.3.1. Cross-cultural differences in politeness

Cross cultural differences is one of the key features of second wave politeness. In the first wave theory, most of politeness research was carried out in the European context (Lakoff, 1973; Leech, 1983; Brown & Levinson 1987). These findings cannot be appropriated to other sociological contexts because every society is unique in its own characteristic features, especially in terms of their linguistic choices. In East Asian contexts, especially Japanese and Chinese (Matsumoto, 1988; Ide, 1989; Gu, 1990; Yueng, 1997; Mills, 2003; Kadar & Mills, 2011), politeness theorists were the precursors in questioning the first wave theorists and shook their notion of ‘universalisation’ of politeness (Kienpointner & Stopfner, 2017). In the Japanese and the Chinese contexts, use of honorifics is quite common as part of their regular language use because of their social needs. Sifianou’s (2013) study proved the difference between Greek and English use of politeness. These examples have clearly showcased the differences in the use of politeness across cultures and societies and sometimes even within the same society. This approach believes that politeness is determined on the socio-cultural context rather than merely focusing on the linguistic aspect alone. It is proved that politeness is culture specific and context specific. In the following section, we shall look at the other defining features in the second wave politeness.

2.2.3.2. Community of practice

Culture is one of the defining features in this approach. Every culture will have different linguistic norms which need to be adhered within that particular cultural context. When an individual is part of a certain community/group, he/she will have to follow that particular

linguistic style and habits. Based on the regular usage/practice in one community, individuals will be made to use a certain type of language structure which is appropriate in that discourse community that solidifies as community of practice (CoP) (Mills, 2017). This CoP will be followed by every individual in that society, to be a part of a particular discourse community of practice. Every individual has the potential to be a part of more than one discourse community if he/she is aware of another ‘community of practice’ in another community/group.

This approach considers language as part of the society. It is the social context that determines the choice of language rather than the individual himself or herself. This does not mean that the role of individual agency is neglected in this theorization but that individuals are part of the society or community which demands them to use a language that is relevant in that community of practice (Kadar, 2017). It is believed that community of practice (CoP) determines the choice of language production (Mills, 2017). Language helps in identity construction which is the key belief in community of practice and individuals will try to alter their communicative patterns based on the social conditions and requirements of the community. In this integrated approach between the individual and society, choice of language is determined by various sociological factors. In the next section, sociological factors which determine the understanding of politeness are discussed.

2.2.3.3. Sociological Factors

The various sociological factors that determine the production and understanding of politeness are context, place, time, situation, gender, and age. These sociological factors determine the notion of politeness in that particular context or community of practice. For

example, in business contexts receiving/accepting a complement from the higher authority varies across societies. Americans accept complements positively whereas in Chinese business contexts they accept complement with modesty and apprehension. Similarly, turn taking is common in most business meetings but even that differs across societies. In the European business context, when someone intervenes in a meeting it is considered normal whereas in Egypt or some Asian contexts (India) it is considered as an offense to intervene during a meeting. Trying to evaluate politeness with the linguistic aspect alone will be misleading. Therefore, it is important to account for the sociological factors which determine or sometimes define politeness. Later politeness studies in second wave began looking at the above-mentioned sociological factors from a discourse perspective; this shift led the way for unexplored aspects in politeness research. Eelen (2001) perceived politeness from a discourse perspective rather than a linguistic perspective and this led to the idea of impoliteness, which will be discussed below in third wave politeness section.

Though there were various advancements in the second wave politeness research they were only in the formative stage in terms of looking at the macro sociological factors. They did not look into the minute details of the socio-cultural factors which govern the understanding and analysis of politeness. In other words, these sociological factors were treated as static entities, and the dialectic relationship between each of these sociological factors was not explored in detail. Other criticism against second wave politeness was that these researchers mostly criticised and questioned the earlier theories rather than solving them (Mills, 2017). It provides space for the later theorists (third wave politeness) to look deep into the idea of politeness in terms of socio-cultural factors and evaluation of impoliteness. Third wave theorists (Watts 2003; Spencer-Oatey, 2005; Locher, 2004;

Chiappini, 2006; Culpeper, 2011; Holmes, Marra & Vine, 2012; Mills, 2017; Kadar, 2017) give importance to both the speaker and listeners' perspective of politeness and brought in various methodologies for the understanding of politeness, 'impoliteness' and evaluation of politeness. All these features make the third wave politeness more inclusive and significant because it looks into both the micro and macro sociological aspects which govern politeness and impoliteness. This broader and wider understanding of politeness helps us account for both the macro and micro components in the overall understanding of politeness.

2.2.4. Third Wave Politeness

Third wave theory of politeness focuses on both micro and macro factors that are involved in the formation and understanding of politeness and impoliteness. It considers the context as the important feature in the understanding of politeness. For example, in a workplace, a manager asks his team employee: 'Complete the task and submit before you leave for the day'. This expression is an example of direct and face threatening expression from a traditional theoretical (first wave) point of view. Similar expressions can be understood differently from third wave theorisation. In a professional setting this expression is direct, powerful, and displaying authority, whereas in defence/army context, such expressions are quite normal and common, and it will be accepted with much ease. This theorisation of politeness focuses on the evaluation of interaction and construction of politeness. In the earlier theories of politeness, culture is identified as a unified entity but in later theories culture is perceived as a complex and dynamic entity. Postmodern world questions the unified entity and tries to showcase the differences within the so-called unified culture. It is therefore, the context which helps in the evaluation of the politeness, rather than isolated

linguistic features alone. The following sections will discuss the macro features of politeness in detail.

2.2.4.1. Discursive approach

‘Discursive perspective’ is one of the key features of third wave politeness (Culpeper, 2011; Mills, 2017). Though second wave politeness has attempted to bring in ‘discursive perspective’ it did not completely theorise politeness from discourse perspective. In the third wave, politeness is understood as a discursive construct which is constructed by social practices, linguistic resources, cultural discourses, and other socio-cultural factors. The construct of politeness is discursively constructed by different societal discourses which reinforce and reinvent the concept of politeness in a particular context or domain. For example, in the workplace, being productive and being optimistic are key expectations; these are constantly reinforced through discourses like discourse of good employee, discourse of successful manager and on-sight discourse. All these discourses constantly construct the politeness notion of obeying and being productive in their workplace. This example shows how the construct of politeness is dynamically influenced by different societal discourses from time to time. In the third wave, politeness is a construct which is realised through multiple semiotic sign systems like language, images, gestures, dress code and other non-linguistic elements depending on the context and domain of use.

The third wave politeness does not place undue importance on linguistic resources alone and at the same time it does not dismiss the centrality of linguistic elements in the discursive construct of politeness. The advantages of studying politeness from a discursive perspective helps us map the link between macro societal features like, gender, class, age

and other social discourses to micro social elements like the use of linguistic and non-linguistic features like gesture, images and tenor (SFL) elements in day-to-day language use (Matthiessen, Martin & Painter, 2010). This link between micro and macro features is theorised by Watts (2003) as first order and second order politeness. According to Watts (2003) first order politeness is called lay-politeness i.e., the layperson's understanding of politeness. It is also referred to as "common sense notions" of politeness. First order politeness tries to understand how the notion of politeness is conceived in a culture/society/speech community. It largely deals with the micro aspects of politeness. The notion of first order politeness varies from culture to culture. For example, in the Indian context the respect for hierarchy in family and workplace is built through different social discourses. On the other hand, second order politeness refers to different social features, behaviours and linguistic behaviour through which politeness is realised in day to day life. For example, the notion of respect for hierarchy in the Indian family and workplace is realised through social behaviours like touching the feet of parents (family), allotting seats for senior colleagues in the first row for office meetings (traditional office) and through linguistic behaviours like greeting elders using appropriate relationship terms (family) and addressing the seniors as Sir/Madam and by their designations (for example: Director Sir/Madam, Manager Sir/Madam et cetera). First and second order politeness establish the link between micro and macro features which will help us get a comprehensive understanding of politeness construction in a particular domain. Watts's (2003) theory of politeness is influenced by discourse approach. His politeness theory is largely grounded in the socio-constructive approach. Chiappini (2006) has further enhanced the understanding of first order and second order politeness by adding extra dimension of social order. Chiappini's concept of social order will be discussed below.

Chiappini explores interlinks between the first order and second order politeness. She believes that 'social order' plays a crucial role in the understanding of politeness through 'politic behaviour'. 'Social order' refers to the social practices and 'politic behaviour' refers to the 'mutually shared forms of communicative behaviour which considers others' feelings and emotions'. In her theorisation she believes that first order and second order are subsumed or jointly operate through 'politic behaviour' in different contexts and domains. For example, in the corporate workplace, keeping project manager or concern head in the CC when communicating an official communication to a team member is a social practice which is influenced by 'corporate social order' and the 'politic behaviour' is realised through linguistic features. This example helps us understand how first and second order politeness function together to produce 'politic behaviour' appropriate to that context of workplace. In this study Chiappini's model of 'politic behaviour' is used to study and understand the complex process involved in the enactment of politeness in Indian IT workplace between men and women managers.

This study does not perceive Watts and Chiappini's models of politeness as two different models of politeness because both of the theories are based on same epistemological principles, and view politeness as a social construct. This study understands that Watts first order politeness is implicitly subsumed in the notion of 'social order'. This is the rationale behind treating Chiappini's model as an extension of Watt's model. Nevertheless, Chiappini's conceptualisation of 'politic behaviour' has contributed immensely to the understanding of Watt's second order politeness.

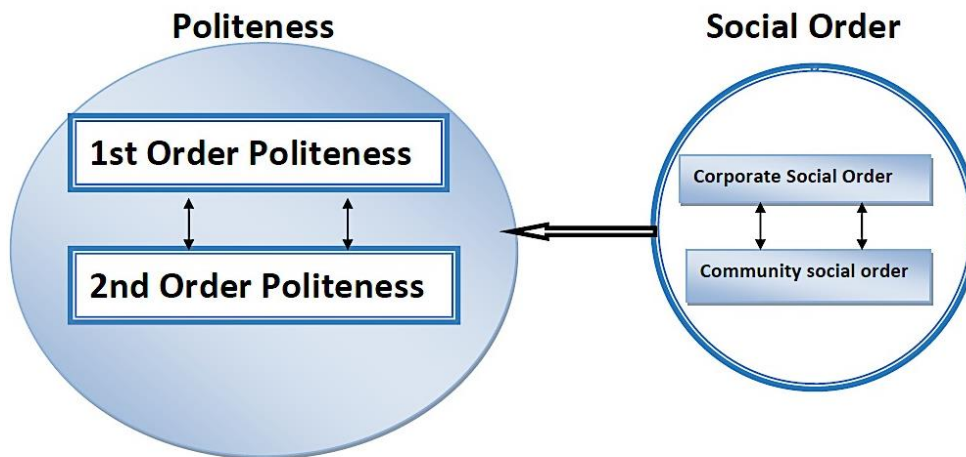


Figure 2.1. Diagrammatic Representation of Politic Behaviour (Chiappini, 2010, p.172-3.

For this study, the notion of ‘social order’ is further divided into ‘corporate social order’ and ‘community social order’ by the researcher. Corporate social order is understood as the social practices engrained in the corporate social workplace. ‘Community social order’ refers to the communicative and social practices which are specific to the linguistic or ethnic speech community; this knowledge is used by the managers in the workplace communication. For example, certain men employees have problems in taking direct orders from their women managers; the reason behind the resistance of those employees is that they bring in their patriarchal social norms, which are specific to their ethnic or linguistic speech community, to the workplace communication. This example affirms the need for theorising social order into ‘corporate social order’ and ‘community social order’. The need for this classification in the Indian context is because Indian IT Companies have multi-ethnic and multilingual diversity.

In this section, the contribution of discursive approach in understanding politeness is discussed. There are many politeness theories which emerged out of the discursive approach; Watts's model and Chiappini's model of politeness are the two important models of politeness which are used in this study to understand the complex and dynamic nature of politeness in different contexts and domains. The following section will review the different facets of third wave politeness.

2.2.4.2. Evaluation Perspective of Politeness

In the third wave, most of the theoretical frameworks (Watts, 2003; Kadar, 2017) to study politeness follow an inclusive approach by accounting both the speaker's and the listener's perspective. This inclusive approach enables the third wave to study the complex construction of politeness in modern society (Kadar, 2017). Unlike the previous approaches this included both speaker's perspective and listener's perspective. In the first wave, the focus was on the speaker's perspective and the entire theorisation of politeness was based on an imagined ideal speaker (Brown & Levinson, 1987) who is believed to be competent in the language of use. This notion is reflected in Brown and Levinson's (1987) theoretical concepts like 'face saving act', 'face threatening act'. In these concepts he provided solutions for the speaker to save their 'face want' in different social situations. Similarly, Leech's concept of politeness maxims believed in 'cost-benefit model between speaker and listener'. Here, the focus on the speaker and the listener's perspective was side-lined. Conversely, second wave politeness exclusively focused on the speakers' perspective, but it did not ignore the listener's perspective. This phenomenon could be seen in Mill's concept of 'Community of practice' to study politeness, where the new member who enters a community is expected to follow the politeness practices of the community.

Towards the last phase of the second wave, theorists tried to bring in a balance between the speaker's and listener's perspectives in their theorisation of politeness. However, this effort was later carried forward by third wave politeness theorists and resulted in the formation of inclusive politeness frameworks. For example, Chiappini's 'politic behaviour' focuses exclusively on the influence of social order of both the speaker and the listener on the construction of politeness in a particular society or domain. In this study professional emails in Indian IT companies are studied from the manager's perspective; the social orders that influence the managers' construct of politeness are also discussed in detail.

2.2.4.3. *Impoliteness*

Impoliteness is one of the defining and most important features in third wave politeness. To have a holistic understanding of politeness it is significant to understand the idea of impoliteness. Impoliteness is commonly misunderstood as opposite to politeness or failure in politeness (Eelen, 2001). But we cannot generalise it only by these features; these can be some of the features in certain communicative contexts but there are various other aspects which account in the construction of impoliteness from a macro perspective. They are meta-linguistic feature, intention of both speaker and listener, emotion of both speaker and listener etcetera (Culpeper & Hardaker, 2017). Research in the field of impoliteness is grounded on linguistics, pragmatics, and interactional sociolinguistics (Culpeper & Hardaker, 2017, p. 199). Linguistic impoliteness not only focuses on the linguistic behaviour but also on the pragmatics of communication.

The overall growth of linguistic impoliteness research can be marked in all the three waves of politeness. In the first wave impoliteness, Lachenicht (2009) work was the pioneer to

discuss impoliteness from theoretical perspective and it also elaborates on the issues in communication. But at that time Brown and Levinson's (1987) theory of 'face work' and 'face saving act' were the key politeness theories, which gave less significance to impoliteness research. Brown and Levinson theory did not take into account impoliteness and focused more on avoiding 'face threatening' situations and saving 'face want'. In the second wave politeness, impoliteness began to gain prominence from sociological perspective. Their point of departure on impoliteness spotlighted on the speaker's intention and considered impoliteness as a separate area of research (Eelen, 2001; Watts, 2003; Mills, 2003). In the third wave approach, the impoliteness research was given prominence. In the later stage, there is more research in the field of impoliteness, especially the monograph of Bousfield (2008), and a special issue allotted to impoliteness research in the "Journal of Politeness" helped the impoliteness research to spread across the field of politeness research more seriously. In the third wave approach more importance was given to the speaker's and hearer's perspective in a particular communicative context. In the following section, theoretical background for power is discussed in detail.

2.3. Power

2.3.1. Introduction

Power is a common phenomenon we come across every single day and in every single action. Power is more dynamic rather than a static entity which differs based on the context and situation; it can be either autocratic or democratic (Foucault, 1982). It is important to understand the significance of operation of power in order to be aware of it. There are different ways through which power is attained: physical power, economic power, legal power, social norms power, knowledge power (new ideas) and collective power (Clegg,

1997, 2000, 2009). These power operations are quite frequent in every action either directly or indirectly. The objective of power can be different from person to person but the objective of attaining power will remain open in all situations (family, workplace, relationship and etc). In the following section, the operation of power from all critical perspectives will be discussed. Finally, relevant power framework for this study to understand the operation of power in managerial email communication in Indian IT workplace is discussed in detail.

2.3.2. Early Schools of Power

Power according to Machiavelli is considered an entity which can be achieved by any means (Vatter, M., 2002). His theory of power originated from his work *The Prince*, which was written to the prince of Italy, Lorenzo De Medici, to make his country independent. He believed in the notion that power is in the end result, which will justify the ways used to attain the desired power position, rather than judging from moralistic or prescriptive standpoint (Holler, 2011). In this theory, attaining power is the ultimate goal rather than following certain principles to attain power. In addition, he also affirms that a prince (leader) always need not be good; it is the situation or context which should motivate the prince to bend and reach the desired power position (Berle, 1969). This explains that Machiavelli's power is more concerned with the result rather than the means. Though his theory was written in political context, many organisational theories have implemented it in modern managerial communication; starting with Adolfe A. Berle's work, *The Modern Corporation and Private Property*. Berle (1932) has advocated modern business managers to adopt Machiavelli's strategy to reap maximum gain for their organisation and their position of power. To give an example: A manager, to achieve his/her monthly target, can

use any sort of means (using any means of power) to complete the project on time. This might not be in favour of the employees, which the manager might not consider, and make them focus on their end goal (target). Though Berle's (1932) suggestion to appropriate Machiavelli's strategies for business leadership might help the individual leader to climb up the ladder of success, these strategies cannot guarantee high productivity in the modern workplace. Machiavelli's strategies do not account for individual differences and inclusiveness in workplace in the business context. Moreover, this theory has become obsolete because it does not go with the ethos of the twenty-first century workplace. Even in political theorization this popular theory of power lacks in a few aspects. Machiavelli's power does not account for morality; being leaders, it is their responsibility to guide the people with good and moral values, which fail in this kind of power operation. This theory of power does not help in understanding how power operates in contemporary modern society, because it treats power as a static and possessed entity. But in contemporary society power is in a constant state of flux and there are multiple power centres. Moreover, this theory exclusively focuses on how an individual can attain power, but it does not provide tools to study power that operates in multiple quarters within a society.

Power is also considered a resourceful tool that helps people attain personal goals in a society (Tuck, 2002). This perspective of power is conceived by Hobbes, seventeenth-century political philosopher, in his work Hobbes's *Leviathan* (1965). He affirms that every individual in a society has 'natural power' which is gained through intellectual sharpness, thinking, analytical ability and physical strength (Berns, 1987). In addition, power is also viewed as a tool with which 'one gets successful at the cost of other' (Read, 1991). Power position is sought to attain good position and to satisfy one's inner desire

alongwith the natural capacity (natural power). This framework also explains the reasons for the uneven power circulation in the society through different states of the society: 'state of nature' and 'state of war'. In 'state of nature', everyone is equal, and they all have an equal right, in 'state of war' people try to compete with the other, desire for glory, and encroach into others' rights and space (Thomas, 1929). According to this theory, to safeguard individual rights and equality people started to move from 'state of nature' to 'state of war' and this theory can be applied to study modern lifestyle, workplace, and politics. Specifically, the IT workplace culture is highly challenging and competitive; the desire for glory and grabbing others' opportunities clearly advocate a 'state of war' among the employees as well as managers. In this theory the conceptualisation of 'state of nature' and 'state of war' is problematic because power operations can be traced from day to day conversations to the higher levels of political decisions. This division is artificial and does not account for the complex power operations. And this theory also makes a contentious claim that creating and strengthening 'sovereign power' will reduce the individual's desire for power in a democratic society. Moreover, this theorisation sustains the traditional assumption that power is an entity that can be possessed. Hobbes theorisation of power is inadequate to study the complex power operation in managerial communication.

2.3.3. Marxist theory of power

Power in Marxist literature is conceptualised based on two concepts, 'base' and 'super structure' as stated by Karl Marx (Renton, 2014). According to him power is determined by the 'base' (base is the economy structure of the society) which is given supreme importance and believed that it will impact and determine the 'super structure' (super structure refers to the institutions in the society like, politics, journalism, business and

health care) (Jessop, 2012). This theorisation of power is primarily classified based on class division in a society (McQuarie & Spaulding, 1989). Traditionally, power flows from one class to another, that ends up in creating, haves and have not's / oppressor and oppressed, which is again governed by the economic structure of the society. For example, when a community has control over the economy and resource in a society, that particular community can control the industrial resources and end up being a 'Bourgeoisie' state. Similarly, from the Marxian perspective, knowledge management is a key source of power in the workplace (Adler, 2011). In this theory of power, knowledge management employed by the organisation is an important strategy which determines the performance of the company. This concept has been appropriated by IT companies by promoting collective knowledge development and creating community of practice in the workplace to achieve its organisational goal (Adler, 2011). Despite its contribution to the societal and organisational theories, this theory of power exclusively focuses on the class division in the society; it ignores the other social and cultural factors that impact the power relation in the society and organisation. Moreover, it perceives power relation between two individuals or two communities or two entities as an oppressor and oppressed relationship. But all the power relationship in a society or organisation cannot be studied using this binary of oppressor and oppressed. And this theory of power does not provide framework to study the different social, cultural, political, and economic resistance forms available to the oppressed communities. In brief, this theory of power is inadequate to study the modern workplace. In the following section other theories of power which are based on Marxist principle will be discussed.

Power is perceived from three different stratifications; they are class, status, and resource power (Kim, 2017). Max Webber considers power as a ‘status and resource power’. His theorisation helps in understanding power from a broader perspective and later, it also influenced Foucault’s theorisation of power. In addition to power, he also discussed the importance of ‘bureaucracy’ in workplace which helps in achieving successful and effective management (Pitschas, 1993; Wren & Bedeian, 2008). This theory of power recommends the workplace to have a formalised and impersonal work culture rather than personal management/culture (Wallimann, Tatsis & Zito, 1977). Moreover, he also believes in structured, authoritative, and rigid work environment as strategies that lead to an effective management. For example, manager in a workplace needs to stick to the protocols and hierarchy of the organisation when it comes to any workplace related issues, deadlines, and official conversations without any personal affiliation (Breton, 1995). Though this theory of power has considered the different stratifications to study power, this theory’s fundamental assumptions can be contested. This theorisation views power as an autocratic and hierarchic entity, which cannot be employed to study operation of power in modern workplace contexts. After the advent of globalisation, the IT workplace ethos is changing towards a polyarchy organisational structure, inclusive and accommodative environment. In specific, modern workplace is sensitive to the needs and necessities of employees. Modern organisational strategies focus on the efficiency and productivity rather than clinging to hierarchy structure for better results. But Weber’s theory of power understands power as a unified entity that needs to be accumulated and possessed by managers in the workplace. This theory of power is at odds with the current management principles; therefore, Weber’s theory of power cannot be employed to study power in modern Indian IT workplace.

Power according to Antonio Gramsci, Italian Marxist thinker is conceived from a dominant ideology (Gramsci, 1971; Boothman, 2008; Rachar, 2016). He believed that a dominant ideology/culture (coercive power) creates hegemony (hegemony means to dominate or control) over the oppressed and that leads to consent and acceptance by the subaltern classes (Daldal, 2014). This theory also claims that the fundamental reason for hegemony is determined by generating belief among the working class, marginalised and socially excluded community with dominant discourse. In support, this theory accounts controlling ‘belief’ to be the key to control people and getting their consent. In order to attain hegemony, the subalterns should try to create counter hegemony with which they should try to put their ideas across to the oppressor and gain their consent (Mayo, 2015). Power is a never-ending progression, which keeps following in every move. The nature of power wielded in IT workplace is subtler and follows short deadlines. This makes work life more stressful and competitive and it asserts certain power. Later this kind of competitive environment in workplace will become more normal and common by creating consent among the employees. For instance, in an IT workplace, the idea of ‘flexible working hours’ looks like a fancier and more inclusive idea, but it denies few basic work ethics to employees in terms of their number of working hours. This fancy idea was implanted in the minds of employees to get consent to work extra and odd hours. This theory did not provide or discuss the resource tools that are available to subaltern groups to produce counter hegemony. Moreover, hegemony is a concept that deals with larger political, social, or economic discourses. All the discourses in a society do not attain hegemonic status; only certain discourses by the act of power relation in a society, become hegemonic. This term cannot be loosely incorporated into organisational theories to study the interpersonal relation between the manager and employees.

2.3.4. Neo-Marxist Power

2.3.4.1. Habermas's Communicative Concept of Power

Power is perceived as a means to fight against the exploitation, discrimination, and subjugation not just from the economic sphere but from the socio-cultural aspect as well (Habermas, 1984; Wong, 2009). Major tools recommended by Jurgen Habermas, a scholar from Frankfurt school, to fight against the dominant power structure in the society are, occupying 'public sphere' and knowing the importance of 'communicative action'. Neo-Marxian theorists have shifted the critique from political economy to socio-cultural aspects (Flynn, 2004; Wong, 2009). Habermas, the second-generation Frankfurt scholar, developed a theory of communicative action to study the operation of power in a society. He defines two types of power in communicative action; they are illegitimate power and legitimate power (Wagner & Zipprian, 1989; Shaban, 2003). Illegitimate power is derived based on the coercive force in the communicative action. Legitimate power is based on the reason and collective consent in the communicative action. Initially he proposed that legitimate power is achieved by reason and consensus, later he modified that the purpose and the instrument of the action also contributes to achieve legitimate power (Habermas, 1984; O'Mahony, 2010). Implication of Habermas theory of power in organisational studies has led to a separate sub-field of research called 'organisational communication' under management and organisational theory. Habermas theory of 'communicative action' has forced the organisational theories to critically look into the multiple social factors that constitute the communicative event in the workplace. In addition, his classification of 'legitimate' and 'illegitimate' power has contributed to the development of modern organisational ethics which forced the employees to adopt reasoning rather than coercive

strategies in workplace communication (Rasche & Scherer, 2014). Despite its robust nature this theorisation has some practical difficulties; for example, the boundary between legitimate and illegitimate power is not always clearly marked in real time workplace communication. The legitimate and illegitimate classification has immense contribution to understand modern workplace, but this same classification does not dwell deep into the social, cultural, economic, and political factors that shaped twenty-first century workplace communication. Therefore, this theory of power may not be more relevant to study power in managerial communication in the Indian IT workplace.

2.3.5. Postmodern Power

Power is conceived as an never-ending tool which is seeded in all our actions that ultimately aim to attain power. According to Friedrich Nietzsche, twentieth century German critical theorist, an individual attains power through different means such as physical, economical, moral, social, and political (Westacott, 2017). This theory of power was later used by Foucault in his theory of power (Foucault, 2004). In addition, he also criticises Marxian theory of power because of its reductionist view and its failure to give a holistic understanding of power because it did not consider the micro differences in other socio-cultural aspects. In his earlier work he did not discuss power more evidently but in later works he discussed it subtly by highlighting the sense of attaining power and how certain actions dominate others (Nietzsche, 2003 & 2006). Power is discussed more extensively in his later work, *On the Genealogy of Morals* (1887); in this work he talked about two moralities: ‘master morality’ and ‘slave morality’; both of which foreground the concept ‘will to power’ (Nietzsche, 2003). In ‘master morality’ the focus is on the dominant ideologies, values, and beliefs with which they will test others’ values and belief

structure to attain power. This might lead to constructing the dominant ideology as strong and fool proof. In 'slave morality' they have to contest or contradict the dominant ideology and showcase 'slave/weak morality's' value beliefs as more powerful and logical. His theorisation of power is not just to attain power but to reach 'self-mastery' and 'self-overcoming' (Nietzsche, 2003). This theorisation has much relevance for workplace communication. In the workplace, 'master morality' is quite common where the employees are made to follow the rules and values which are assigned by the dominant forces or group. It is difficult for the 'slave morality' to fight against the dominant powerful force. To counter the dominant force, at the individual level each employee needs to attain 'self-mastery' and 'self-overcoming'. Even though this theorisation of power does not classify power into negative categories, this theory may be suitable to study workplace communication since it expects the changes to happen at the individual level to counter dominant forces. This exclusive focus on the individual level does not enable us to study the operation of power through social and workplace discourses.

According to Steven Lukes' (2005), a postmodern social thinker who is known for his work, *Power: A Radical View* (2005), power is perceived as a generic concept which is 'able to make or receive any change or resist it' (Lukes, 2005, p. 69). In addition, he also considers power as a 'multi-dimensional social attribute' (Lukes, 2005) which can happen either through a dominant force or even by unconscious mechanisms, like social hierarchy in society, power hierarchy in workplace. This theorisation of power is grounded on three different dimensions; they are 'decision making power', 'nondecision making power' and 'ideological power' (Lukes, 2005, p.69; Dowding, 2006, pp.136-45). Decision making power is similar to traditional power, which enables the individual to change their

behaviour by the decision made by the powerful/dominant person in the field, society, culture, or workplace. In non-decision-making power, an individual or a group or a community focuses to influence the agenda or context of an event which ultimately helps them to promote their value system as a norm in a society. For example, in the Indian context certain organisations have an 'only vegetarian policy' in their cafeteria and this policy decision is a result of the effort made by a dominant community to influence the policy or agenda of the organisation. In comparison to the first and second dimension of power, the third dimension or ideological power can operate at an unconscious and conscious levels of the individuals. This ideological power uses coercive and persuasive strategies to create consensus among the people who are influenced by a different ideological set of values and belief systems. These strategies help them expand the acceptance level of their dominant ideology among the masses in the society and employees in the workplace. For example: the policy of 'only vegetarianism' will be promoted through discourses like 'stay fit', 'buy green and eat green' and 'world belongs to all'. These are the supportive discourses which are constructed to persuade people to accept the ideology of 'only vegetarianism' in a certain workplace. On the surface level, these three dimensions of power may seem to explain the complex operation of power in the society. But these dimensions have certain theoretical issues; the first dimension of power focuses only on the individual level, the second dimension of power focuses exclusively on the setting of an agenda by a group, and the third talks solely about the pervasive influence and operation of ideological power. This neat classification does not provide holistic understanding of power, when it is applied in a real-life situation. Moreover, this theorisation does not provide the link between these three dimensions and how these three dimensions become a complex phenomenon in real life situations

(Bradshaw, 1976). This theorisation does not elaborately deal with the concept of resistance in power. Despite its major contribution to the understanding of power, this theory does not clearly explain the operation of power in a society (Bradshaw, 1976; Isaac, 1987).

Foucault's concept of power is determined by the force relations between two or more individuals, groups, ideological positions, institutional roles or all these together in any situation in a society or in workplace (Foucault, 1978; Mills, 2003; Downing, 2008). The operation of force relations can be explicit, direct, or subtle. Force relation is determined by the dominant and mighty forces and this force relation will be under constant flux because force relations are constantly reshaped by the current political, economic, social, linguistic, and cultural issues (Mills, 2003). In addition, power relations also are altered based on the intensity exerted by an individual, group and ideological position to alter the power equation (Foucault, 2004). In Foucault's theorisation power functions through different discourses, so this theorisation believes that power can be attained by constructing conducive discourses to aid the power relation (Downing, 2008). For example, in modern workplaces the employees were forced to achieve short deadlines regularly by manipulating individuals' ego through the discourses that were embedded in corporate discourses like, 'challenge and prove yourself', 'eat, sleep and code' etcetera.

Using Foucault's power theory mechanics of unequal force relationship in a society can be studied. He believes that irrespective of unequal force relation even weaker forces can use strategies to counter dominant forces by creating 'counter discourses' (Foucault & Deleuze, 1977, pp.3). For example, in an organisation, every employee can exert certain amount of power, irrespective of institutional hierarchy. An employee's institutional

position may not offer him/her lots of executive power but still they can exert power through their specialised knowledge, interpersonal relationships, and other institutional roles and by holding access to certain resources in the workplace. This scenario shows multiple power points that operate in a modern workplace. To study this complex scenario of multiple power points, Foucault prods researchers to explore the concepts of knowledge production, historicity and truth in a given situation – these ideas are significant to understand the complex power operation in modern workplace. For example, in IT workplace the communicative strategies like using direct and authoritative expressions, being competitive and impersonal communication used by men managers were considered to be effective managerial strategies. This is probably because historically traditional and industrial workplaces were mostly occupied by men managers and this resulted in a certain kind of knowledge production such as ‘think manager, think male’ (Coder & Spiller, 2013, pp.24). This knowledge was promoted as an absolute truth in managerial theorisation. In brief, to study power from the Foucauldian perspective, power should be understood as a result of force relations. To study the complex operation of power the social, cultural, economic, linguistic, and political features/aspects that influence force relations should be analysed using Foucault’s conceptual tools such as, ‘discourse’, ‘knowledge’ and ‘truth’.

Foucault’s theorisation of power radically differs from the earlier traditions of power. This theorisation of power is not merely concerned with defining power, but it also aims to study operation of power in different social spheres (Foucault, 1982). In an attempt to explain the operation of power it shows how power relations are connected like a network to the larger social phenomena like discourse, knowledge, gender, religion, class, languages, and other social factors. Unlike the early theorisations of power - traditional,

Marxist and Neo-Marxist - which treated power as an entity which can be possessed by an individual or an institution or a group/community, this theorisation believes that no individual or institution can possess power; rather, they can act as an active agent in power circulation by generating alternative discourses. Similarly, power operates as a system of network not as an individual or a group but as an institution; it cannot control the power, but it can direct and alter the discourses. In addition, this theorisation believes that force relation differs according to situation and context, because each power relation is influenced by different set of social, cultural, economic, and political factors. This dynamic nature of this theory is criticised because it is difficult to find generalisation between two scenarios. This criticism is invalid because in each situation different social factors might influence the power relation but by comparing the two scenarios a pattern of power relations can be traced. Identifying the pattern of power relations in a particular context (for example, workplace, school, hospital, legal office etcetera) will enable the weaker section to produce 'counter discourse'. In workplace contexts this will enable both managers and employees to understand the operation of power and to develop resistance strategies. Using Foucault's framework, this study tries to explore how linguistic politeness is employed in shaping the force relations between managers and employees. In addition, this theorisation of power also allows the researcher to study the operation of power beyond the hierarchy imposed by the organisation. Drawing from Foucault's theory of power, Clegg (2006) developed a framework to study power operation in an organisation. The following section will discuss the Clegg's framework of power in detail.

2.4. Power in Workplace

2.4.1. Clegg's Framework of Organisational Power

Power according to Clegg (2009) is a 'tool to identify the hidden politics in day to day life' (Clegg, 2009). This power framework has been evolved from Foucault's theory of political power. He adopted the Foucauldian model of power relation and implemented it in organisational context. Foucault has elaborately discussed the operation of power relations in macro social spheres. Using Foucault's framework, Clegg (2006, pp.86) developed 'circuits of power'; they are episodic, dispositional, and facilitative to understand the flow of power in an organisation.

Episodic power is causal power which operates as asymmetrical power whenever it is needed. This episodic power operates at the micro level; this enables the organisation to control or regulate their employee's behaviour through verbal and written communication such as email, memos, and instructions in team meetings. The effect of such power execution can motivate an individual to follow the instructions or they can even resist it through different interpersonal or behavioural strategies. For example: when an employee is not performing according to her/his potential then the manager will use different strategies and tactics to improve the performance of that particular employee or team; this kind of power is called 'episodic power' (Clegg, 2006, pp.90). Episodic power is one important feature to understand two other macro features of the 'circuits of power'. In this circuit of power, the relations between the power operators are important to have smooth power flow. This relation between episodic power and other macro power is determined by various factors, and this relation is like the force relation discussed by Foucault in his theory of power.

Dispositional circuit of power has legitimate value because it is part of the organisational policy and this is practiced and integrated in the workplace culture. This power focuses on the macro features (legal documents/legitimate authority/organisational policy) which determine the operation of episodic power in day to day communication in workplace. For example, in a certain organisational policy, if an employee fails to meet the deadlines for three consecutive projects then this might impact his/her appraisal report, or it can lead to termination depending on the gravity of the situation. The dispositional power is a macro power; it does not lead to the implementation of policy at the level of day-to-day communication. This dispositional power is operationalised through facilitative power. This facilitative power is the key link in the circuit of power to understand the operation of power in the modern workplace. Facilitative power is enacted by different means like institutional roles, technology, work culture, professional networking and through explicit directions and guidelines. Facilitative power aims for systemic integration which can facilitate the key agenda created through dispositional power. For example, one of the responsibilities of the Human Resources (HR) in an IT organisation is to monitor the productivity of all the employees. HR has to identify low performing employees and provide facilitating environment for the selected employees to improve their performance. This entire facilitating act of HR is guided by the dispositional power, in this case nurturing the talent of an employee as laid out in the organisation's policy documents. This facilitating act will be implemented through different day to day activities in a workplace which is defined as episodic power. In brief, dispositional power in Clegg's 'circuit of power' constructs value systems, knowledge, discourses for a particular organisation. Facilitative power in Clegg's 'circuit of power' provides systemic structure to disperse the value systems, knowledge and discourses constructed by the dispositional power. Strength

of facilitative power and dispositional power plays an important role in enacting the episodic power through different behavioural and discourse practices in day to day workplace communication. This 'circuit of power' clearly explains the complexity of force relation as discussed in Foucault's theorisation of power. Foucault's framework can be used to study power in any social system using his 'circuit of power framework' (Clegg, 2009) which can be used to explore the operation of power in the modern workplace.

In addition, power operation in an organisation has been classified as: efficiency, discipline, commitment, and contest (Clegg, Courpasson, & Phillips, 2006, p. 205). All these four functions are employed using both linguistic and non-linguistic resources. Traditionally, efficiency and discipline among the employees in an organisation is exerted through hierarchical power equation. In hierarchical office context, power operates through employing efficiency and discipline functions; managers attempt to explicitly control the employees. In this process, managers use the hierarchical power structure which was provided by the institutional power (Clegg, Courpasson, & Phillips, 2006). In modern workplaces, the operation of power is more dynamic, subtle, and complex in nature. This is also known as polyarchy model of power exercise. Unlike the hierarchical model, power is not always felt evidently; it is restrained in the modern workplace. Therefore, efficiency and discipline, commitment and contest functions are employed to display power in modern workplaces, (Clegg & Haugaard, 2000). By employing commitment and contest strategies, managers attempt to exert soft coercive power by instilling the sense of commitment through mutual consent.

In modern workplaces, managers use both hierarchical and polyarchal power structure to exert power over their employees. Hierarchical power is traditional power which is exerted

through the institutional power a manager holds. Polyarchy model of power operation is more dynamic and uses different interpersonal resources to attain power. Even lower level managers attain some amount of power using their specialised knowledge. This also helps those managers or employees to counter or contest the hierarchical power. Operation of power in managerial email communication in Indian IT companies can also be studied with the support of four functions of power. These four are broadly classified as institutional status and relative status. Firstly, institutional power is exerted using efficiency and discipline. In the name of efficiency and discipline managers try to exert their hierarchical authority over their team by controlling their physical action in terms of creating efficiency and discipline. For example, this kind of power is being used in most workplaces to improve the efficiency of the team. Another form of institutional status is exhibited using the term 'discipline'. In the guise of creating discipline the team managers use their hierarchical power to control them physically. For example, to enforce discipline managers, make employees follow strict protocols and make them adhere to rigid rules to improve the organisational productivity or efficiency. These two are more traditional ways of power exertion. There have been new changes that happened, and this has impacted the modern managerial communication as well; managers have begun to use their relative status to exert their power. Relative status is used by employing more interpersonal resources and soft coercion. In order to create commitment among the team, managers use more flowery language and motivating thoughts to make the team work more and become more competent. This is power as soft coercion (commitment); this kind of power is common in most workplaces because in most modern workplaces it is not possible to use the hierarchal power, so they subtly operate their power or use their relative status to exert their power. Specifically, relative status is also used through creating contest in workplace.

In the name of reaching organisational goals, managers create several contests to make them more active and efficient. Employees might not realise this power. This is created using power as productive resistance (contest). For example, when a team is not efficient, managers try to create curiosity and competitive spirit among the team. To create the energy and to make them effective using soft power, they create a contest among employees or teams to make them more productive. These are the two most common kinds of power exercised in modern workplace. The following figure will illustrate the four types of political performance in the organisation.

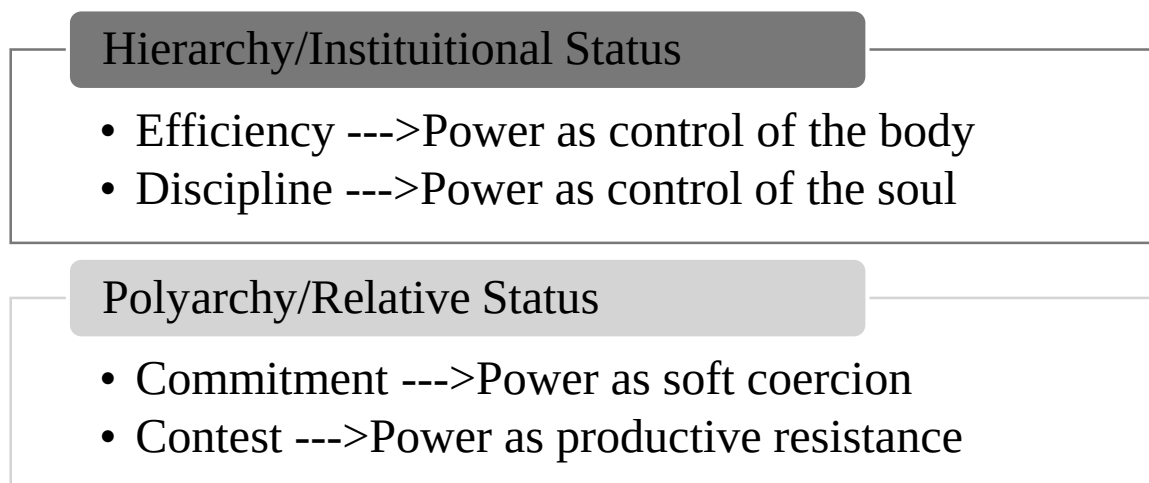


Figure 2.2. Four types of political performance in organisation. (Clegg, 2006, p. 18)

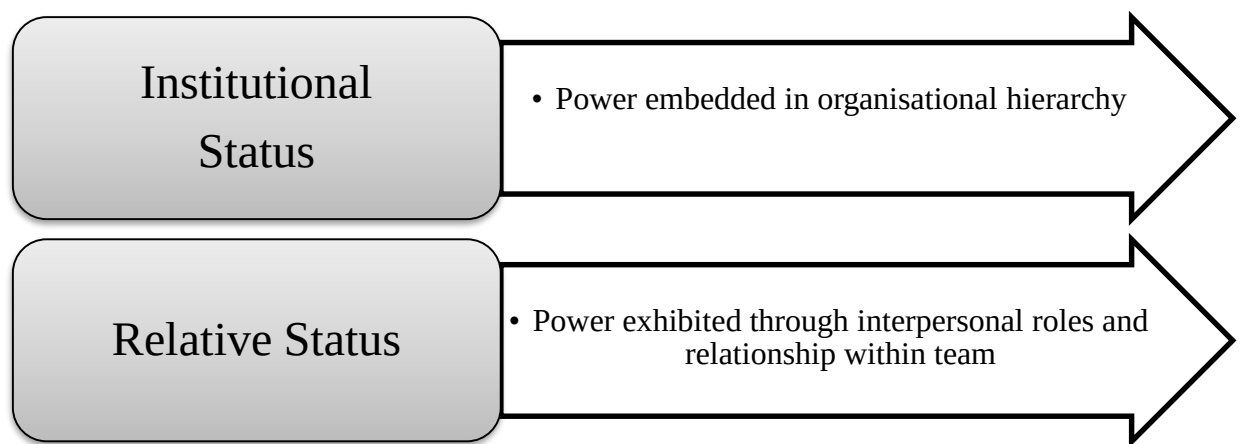
The first two types of political performance fall under hierarchical model of power operation, and the last two come under the polyarchy model of power. The first is more traditional way of power exhibition, and in a modern workplace it is not always possible to use hierarchical model of power alone. The second kind of power is a more subtle way of exerting power. A comparison between Clegg's types of power and Chiappini's power framework is discussed in the following section.

2.4.2. Chiappini's Power Framework

Chiappini's model of power is more inclusive which comprises both institutional status and relative status. Her power framework is similar to Clegg's (2006) model of politeness.

Institutional status refers to the power the manager gets from the organisational hierarchy.

Relative status refers to the power which is obtained through interpersonal communication, specialised knowledge, and social relationship within the organisation. In modern workplaces both institutional and relative status are important in the operation of power.



**Figure 2.3. Diagrammatic Representation of Chiappini's power framework
(Chiappini, 2006)**

In this study, Clegg's four power performance in organisation and Chiappini's power framework will be used to examine the operation of power in email communication in Indian IT companies. The operation of power will be analysed using Clegg's (2006, 2009) model of power in understanding the operation of power in managerial email communication in Indian IT workplace. This analysis perceives power as a dynamic entity rather than a static unit. Power operates through different sources in modern workplace; it is prerequisite to have an inclusive framework which accommodates both hierarchical and

polyarchal power. In this context, this study uses Clegg's (2006 & 2009) model of power in understanding the managerial power in modern Indian IT workplace. In the following section, the developmental understanding of gender is presented chronologically.

2.5. Gender

2.5.1. Introduction

Gender is understood differently in different social and cultural contexts (Baxter J. , 2006). Initially, gender was considered as a biological and static entity (Lakoff, 1975). Later, gender was defined based on the differences among men and women's communicative patterns and behaviour (Tannen, 1994). In the recent decades, gender is perceived as a dynamic social construct which is constructed based on the appropriateness and need of a particular situation (Butler, 1990; Holmes, 1995; Mills, 2002; Litosseliti, 2013). For example: Traditionally, it is assumed that men use a more authoritative tone and women use more passive and polite tones in their communicative patterns (Lakoff, 1990). But in the recent past this notion has been contested. There are instances where men have also used polite and cooperative expressions and women have used dominant and authoritative tones as part of their communicative styles. It is the context and situation which shapes the gender rather than biological feature alone. The earlier view had just proposed stereotypes and gender bias. In the modern context, gender is identified as developmental phenomenon rather than a static or defined entity. This shift has happened primarily because of two reasons: discourse perspective and the dynamic nature of modern workplace. Discourse perspective considered the linguistic awareness towards gender inclusive and neutral expressions. Dynamic modern workplace reflects on the changing inclusive work environment by considering the context and situation which determines the communicative

style rather than their sex. The growth of gender and language has greater significance in the recent past, especially after women began to enter the different workplaces (doctor, law, business, media, education etc) (Litosseliti, 2013). This situation probes the language and communicative research to focus on the gender and language from different contexts. This study primarily focuses on the linguistic style used by both the genders in their managerial email communication in the Indian IT companies.

2.5.2. Approaches to Gender

Language has the potential to reflect and construct different social realities (Litosseliti, 2013, pg. 2 & 44). Language can be exploited by the word choice, more importantly based on the intention of the user and the kind of reality they would like to project. Certain kinds of jobs require a particular kind of linguistic choices or style for that profession. For example, when a nurse uses more direct or mitigating expressions or a lawyer uses monotonous tone in their argument, it would lead them to do badly in their respective jobs. Especially in workplaces, when women enter a managerial position, they are expected to use certain kind of linguistic strategies which are associated with masculine linguistics (Holmes, 2005). All these hidden implications need to be studied to avoid constructing stereotypical perspective among a certain gender, role, or position in general. Therefore, it is important for the discourse analyst to understand different communication styles and stereotypes which are constructed across various fields. This study attempts to understand the linguistic style used by both men and women managers in different contexts in their email communication.

There are three approaches towards gender and language. They are Pre-modernist, modernist, and postmodernist approaches (Mills, 2002). The first two approaches theorise

gender majorly as a biological construct while the third approach considers gender predominantly as a social construct in which everyone can choose their gender identities based on the context and situation. Traditionally, managerial positions were associated with men because of the biased understanding, but later women broke those biased views, glass ceiling and ‘C’ suit meetings (CEO, CMO, and CDO) and proved themselves as successful managers. During this evolution process, women managers have undergone several stereotypical perspectives and linguistic barriers such as: ‘think manager, think male’ (Holmes, 1990; Schein, Mueller, Lituchy, & Liu, 1996, P. 33-41). In this context, it is important to understand the gender differences in workplace communication in Indian IT workplace. The following section will discuss the different conceptualisations of gender: pre-modernist, modernist and postmodernist approaches.

2.5.3. Pre-modernist Approach

Pre-modernist approach perceives gender as a biological and static feature. There is a collective misconception in this approach, ‘sex’ and ‘gender’ are misunderstood as synonyms. This approach fails to understand ‘sex’ as a biological entity and ‘gender’ as a sociological entity (Litosseliti, 2013). In addition, they also assume that language is a transparent medium; that there will be a clear-cut demarcation between men’s and women’s communication and language choices. But the fact is, linguistic choices available to women are mostly ‘sexist’ because they do not have exclusive/separate linguistic choices for feminine representation in most expressions, for example: chairman, mankind, businessman, policeman, etc. In addition, certain profession related expressions like ‘male nurse’, ‘lady doctor’ are certain type of stereotypical ‘sexist’ expressions, which foreground the biological sex rather than the profession (Litosseliti, 2013, p. 10). Spender

(1990) criticised these stereotypes and affirms that these differences were reinforced because of the patriarchal society that had dominated most fields for quite some and what we use is 'men made language' (Spender, 1990), so women were forced to use the earlier available limited linguistic choices. The studies using this perspective focused on sex-preferential linguistic usage (Lakoff, 1975; Eakins & Eakins, 1978), phonological gender differences (Trudgill, 1974), gendered conversational styles (Labov, 1990), sexist language (Spender, 1980) and difference in lexis and individual words (Sunderland & Litosseliti, 2002; Litosseliti, 2013).

In this approach, it is assumed that women's communicative patterns are submissive in nature and indicate unwillingness to negotiate. In addition, the linguistic choices of men are assumed to be formal and professional whereas the linguistic style of women is treated as informal and non-professional. Lakoff, in her book, *Language and Women's Place* (1973), has identified certain commonly used linguistic choices by women and men, with which she tried to generalise/determine the gender. For example, women do not tell many jokes, use lot of hedges, intensifiers, and question tags. In her book she has also affirmed that women exhibit docile behaviour and meek communicative choices which result in the use of powerless linguistic choices like polite and cooperative expressions. These stereotypes were propagated by the misconception about the notion of gender as a biological construct. Biological generalisation would not be a correct assumption about gender and its understanding. This would not give a holistic understanding of gender because it did not take into account the social role of an individual, sociological, cultural and contextual features which impacts language usage and gender (Litosseliti & Sunderland, 2002; Litosseliti, 2013). In addition, this approach is criticized because gender

was treated as a binary and ‘biological category’. In certain contexts, gender stereotypes were enforced on a certain gender to use certain type of linguistic choices. These biased views are based on the existing patriarchal norms in the society. This approach was disproved and challenged by the later gender theorists because of the stereotype, over generalisation, narrow understanding and more importantly failure to prove or substantiate their claims with authentic data. Next set of gender theorists considered men and women as different/separate entities and looked at the difference in linguistic choice used by them (Tannen, 1994). The following section will discuss the distinctive features in “modernist approach”.

2.5.4. Modernist Approach

In modernist approach men and women were perceived as separate categories because each of them grew up in a different socio-cultural context (Tannen, 1990; Bing and Bergvall, 1996). They believe men and women use different communicative styles, not because of their sex, but based on the culture in which they are brought up. Based on the culture differences their linguistic choices will also differ because every culture is unique in itself and they have different values in different societies (Maltz & Borker, 1998). In this approach, the research interest was on the communicative differences between men and women. Therefore, language has to be perceived based on the speech community of the gender.

Modernist approach believes that there is considerable variation in men’s and women’s communicative patterns because of the different cultural influences on them. Tannen (1990) has introduced ‘genderlect’ concept in which she affirms both the genders are expected to use certain kind of linguistic style based on their societal structures. She has

identified six different constructs where the gender differences are evident between men and women in their language use. They are (a) status vs. support, (b) independent vs. intimacy, (c) advice vs. understanding, (d) information vs. feelings, (e) orders vs. proposals, (f) conflict vs. compromise (Tannen, 1990). All the six attributes of men and women are based on one's specific culture and upbringing. This classification is not because men are dominant, and women are meek, rather, it is because of the patriarchal norms which prevail in most societies and fields (Tannen, 1990).

Pre-modernist and modernist approaches are criticised for not including the socio-constructive aspect in the construction of men and women's communication styles. Though modernist approaches attempted to consider social factors in the understanding of gender, it did not account for macro sociological aspects. In a changing workplace, gender construction is under a constant flux, and gendered language and gender identities are not just socially constructed but are individually chosen for a particular context and situation. The following section will discuss in detail about the postmodernist approach towards the understanding of gender.

2.5.5. Post-modernist Approach

In the post-modernist approach, gender is perceived as a dynamic social entity which is determined by the micro and macro socio-cultural context. It is the context and situation which determines the gender and their communicative patterns rather than their biological characteristics. In this approach, gender is continuously constructed or 'doing gender' (Barrett & Davidson, 2006; p.154-164; Baxter, 2006) between masculine and feminine identities available for each gender in each context and situation (Sunderland & Litosseliti, 2002). Holmes and Schnurr (2006) believe that everyone has one's own communicative

choice to choose their preferred gender style and strategies in a particular context. More importantly, individuals are active agents in performing gender. Performing gender or ‘doing gender’ is an important aspect in modern approach rather than constructing gender through biological sex (Baxter, 2006). Post-modern gender theorists discard most of the earlier stereotypes and over generalisation for being stereotypical because in recent times women are being more accommodative and adoptive towards their linguistic choice and style based on the situation and context. Therefore, it is believed that each gender showcases different roles and identities based on the necessary context. This dynamic nature of gender will aid in studying the subtleties of workplace gendered communication. Using this approach, the link between micro-level linguistic usage and macro-level workplace gendered communication can be mapped out.

2.6. Gender and Workplace Communication

The field of gender and language in workplace has begun to expand after women began to aspire for and entering various workplaces like law, business, management, medicine, media, politics etc (Litosseliti, 2013). Traditionally, workplace communication is understood through gender spectacles (Mills, 2002) which each employee carries from the society they come from. In specific, most women employees struggle because of stereotypes and misconceptions and these create a huge setback in their professional growth. On the other side, for most men these stereotypes provide positive status for their higher social order in workplace because of the patriarchal norms in the Indian society. Therefore, it is believed that gender is considered as a threat/problem for a particular gender and it is perceived as a status for certain other gender. Earlier, research in the field of gender and workplace communication begins with the dominant linguistic style

(masculine style) as the norm because of patriarchal structure. Later research attempted to bring in dynamic gender-neutral workplace environment which provides equal opportunity to both the genders without stereotypes and over-generalisation. The following section will discuss how gender and workplace communication research has evolved over the years and the conceptualisation of these three perspectives.

Research in the field of gender and workplace communication has also evolved over time from dominant, to different, and towards socio-constructive approach. Initially, gendered workplace communication was operated based on the dominant and different approaches in discourse. In recent times, they include the micro and macro sociological features and the organisational role played by an individual in the conceptualisation and understanding of gender.

2.6.1. Dominant perspective

In the dominant perspective, men employees would dominate or overpower women employees', sometimes even women managers were countered irrespective of the position of power they have. The reason for such a biased view is because of the patriarchal social norm in a traditional society like India. Women employees are expected to put in extra effort to prove their communicative proficiency and managerial credibility to move up in the hierarchy and to grow and develop in their organisation roles. This is not the case with men in general; there is no prerequisite for them to undergo such a tenuous process for their career growth in specific. These stereotypes support the dominant perspective in workplace communication.

For example, West's (1984) study discusses how a male patient disrupts and dominates a female doctor. Though the doctor holds specialised power she could not exhibit it completely over the patriarchal power that the male patient carried. In the given interaction, the male patient was ignoring the suggestions given by a female doctor frequently. In this study, West (1984) affirms that men exhibit superiority over women in the workplace irrespective of power relations. Studies by Edelsky (1981), Wood (2009) and Tannen (1994) grounded on the corporate workplace prove that men employees assert control over their female bosses and found that men employees were disturbing the discussion in corporate meetings. Irrespective of the position, men would try to overpower women in the workplace communication.

2.6.2. Difference Perspective

In difference perspective, the focus moved toward the communicative difference between men and women employees. They assumed that men and women are different social categories, so they use different linguistic styles as part of their communicative pattern. For example, this perspective believed men use more direct and authoritative expressions whereas female use more cooperative and polite expressions. These over-generalisation and simplification (Holmes, 2000) would not give holistic understanding rather it can provide only negative evaluation and understanding about gender and workplace communication.

West (1984) and Ainsworth-Vaughn (1992) studies also show the different linguistic strategies used by men and women doctors in their workplace. When a male doctor discusses with his male patient, he uses more directives, on the contrary, female doctors used more hedges, cooperatives, and passive tone when they communicate with their

female patients. As part of this study, they also conducted interviews with the patient as well. The finding showcases that patients get more compliance with the female doctor rather than with the male doctor because of more authoritative and mitigated expressions concomitant with the male managerial communication. West's (1984) study also affirms that communicative strategies of women are more effective and acceptable among patients; the same applies to customers in a business context. Holmes (2000), in her early work, has identified few gender stereotypes between men and women in workplace communication. This finding also compiles the earlier perspective (dominant and different) in the field of gender and workplace communication. It is assumed that men use more authoritative, direct, competitive, autonomous, dominating and goal-oriented expressions whereas women are assumed to use more indirect, passive, cooperative, facilitative, personal oriented expressions (Holmes, 2006, p.128).

2.6.3. Socio-constructive Perspective

In socio-constructive perspective, gender is perceived as a dynamic social entity which is performed by both the genders according to the context and situation. They discard the role of biological gender. In recent times, both men and women employees are more inclusive and receptive in terms of their communicative style, which is called as relational practice. They try to be adoptive and accommodative towards both masculine and feminine linguistic styles as part of their communicative pattern for better progress in their profession and to move higher in hierarchical order in the organisation. Therefore, gender communication is perceived based on the context and the organisational role rather than based on the isolated linguistic features, biological and static entity.

For example, Mullany (2003) in her study tried to identify gender difference in corporate workplace communication in United Kingdom. She looked at the business meeting and looked at the community of practice among genders. The findings broke earlier stereotypes based on gender-based linguistics style and proved that it is the organisational role and institutional status that determines the linguistic style rather than gender by itself. In addition, Mullany's findings also discard earlier notions of men using direct expressions and women using cooperative expressions. Moreover, the male manager in the study proved it by using both masculine and feminine style in the meeting by using (hedges, indirective, cooperative expressions, authoritative expressions, et cetera) and female manager used more direct and authoritative tone as part of the business meeting and broke the stereotype and over-generalised view of 'dominant and different' perspectives (West, 1990; Tannen, 1994; Holmes, 2004).

Holmes and Stubbe (2003), Holmes, Marra and Schnurr (2007) works show how relation practice in workplace operates and how it differs among men and women managers. Relational practice, according to them, is a cooperative behaviour which helps the team to have a good synergy between the client and managers, or between manager and employee in an organisation. It is mostly associated with the traditional feminine style of communication, but their study disproved the traditional notion and showcased that men uses more relational practice in a team to build the team synergy and for achieving the organisation goal. Holmes and Schnurr (2006) study also showed women to have a 'wide-repertoire' to use both feminine and masculine communicative styles and humour and polite expressions to make the discussion more effective. These dynamic perspectives were accepted in the workplace because gender is not a static or defined entity, rather in the

workplace it is about ‘doing gender’ (Baxter, 2006) or ‘constructing gender’ rather than adhering to the stereotypical views of the earlier perspectives. It is the organisational role and situation that determines the communicative pattern. These findings paved way for moving from stereotypical view towards a more dynamic perspective in the understanding of gender in workplace communication.

2.6.3.1. Double Blindness

Kendall and Tannen (1997) study exposes the latest problems for women in the workplace, especially the problems faced when women reach top (managerial positions). Women in top positions need to use both masculine and feminine communicative patterns as required by the position they hold. Women were criticised for not using feminine style and were considered non-feminine in such situations; and when they used the feminine style they were treated as unfit for the top position as they didn’t use the masculine style. This Catch-22 situation is called as ‘double bind’. When women try to be assertive, they were criticised and were not liked for not being feminine; therefore it is considered that ‘a good woman is not considered as a good manager and a good manager is not affirmed as a good woman’ because of the prevailing stereotypes (Crawford 1988; Lakoff, 1990, p.206; Freed, 1996) These misconceptions side-lined women from top positions in most companies. This is one of the most common problems women face in top managerial positions in recent times.

In this study, socio-constructive approach is used to study workplace gender communication because it accommodates both, the role of individual agency and social factors in shaping the notion of gender. Using this approach gender in the modern

workplace can be studied effectively and it could give a holistic understanding of politeness. It is believed that gender is not just constructed through different biological and sociological factors in the modern workplace, rather, it is more an individual's choice of language to choose the gender and to 'doing gendering' (Holmes, 2005) and Baxter (2006).

2.7. Genre

Genre is a commonly used term, but it is complex to define because of its complexity. In more general terms, genre is perceived as a classification of work based on its type, style, thematic group, and its function. But the actual definition of genre is more complex because of the multi-perspective understanding and different theoretical approaches it takes in the analysis of a text. There are three different theoretical approaches which direct genre based on its social action, form and function.

New Rhetorical School (NRS): This perspective believed that genre is categorised based on the social action.

English for Specific Purpose (ESP): This approach considered genre as determined by the communicative purpose, registers used for the intended discourse community.

Systemic Functional Linguistics (SFL); In this theoretical approach, genre is determined by the social process and it is perceived as a functional approach.

NRS understands genre from an ideological perspective and the situation in which a text is written (Johns, 2002, p. 197). The other two approaches (ESP and SFL) understand genre

from form, function, and communicative perspective in the context. According to Bawarshi and Reiff (2010, p. 4), genre helps in organising a text in a dynamic way through ‘understanding different ideologically textual features, community of practice, historically changing shapes of text, its meaning and social actions’.

2.7.1. New Rhetoric School

In New Rhetoric School (NRS), genre is understood from the social motive which designs, defines, and interprets a text in a particular way, through its ideological underpinnings. This approach is developed by a North American group of scholars and they were influenced by meta-cognitive science and developmental psychology. In this perspective text is considered as a ‘cultural artefact’ (Bawarshi & Reiff, 2010) which needs to be understood from the culture and the context in which it is written.

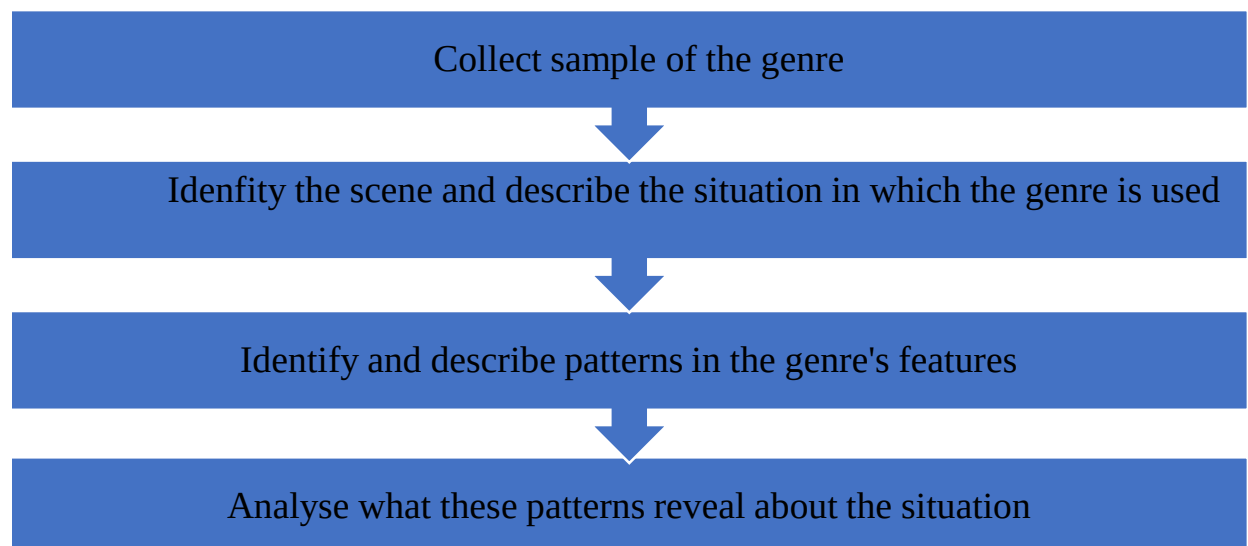


Figure 2.4. Guidelines for analysing genre in RGS (Devitt, A; Reiff, M.J; and Bawarshi, 2004)

The drawback of this perspective is that it focused on the contextual features and failed to account for the linguistic forms (Hyon, 1996). This approach helps us understand the contextual features and ideologies which determine the organisation of the text.

2.7.2. English for Specific Purpose

English for Specific Purpose (ESP) perceives genre as a form of communicative action which is to the intended audience. This approach believed in Bakhtin's theory of intertextuality and dialogism and systemic functional understanding of text structure (Hyland, 2005). Swales (1990) and Bhatia (2004) are the two key proponents of this theoretical approach. The common difference between these two theoreticians is that Swales looked at genre from an academic perspective, whereas Bhatia conceived genre in a professional setting. According to Bhatia (2004) and Swales (1990), genre is determined by the communicative purpose; the formal and appropriate language used in the context for the intended audience or the professional discourse community. This approach moves from the contextual analysis to textual analysis in interpreting the text.

In specific, Swales argues that any genre is determined based on the communicative goal of the text or the writer. He also affirms that these communicative goals are the primary tools to determine different linguistic styles, and structures used in a context and situation. This understanding helps us consider 'move structure' in a text by looking at the use of different rhetorical devices and structures. These 'moves' are analysed based on the function of the text and later they are categorised into several steps.

Move 01 (Establishing Territory)	Move 02 (Establishing Niche)	Move 03 (Occupying the Niche)
• Claiming Centrality • Making topic generalisation • Reviewing items of previous research	• Counter-claiming • Indicating a gap • Question raising • Continuing a tradition	• Outlining purpose • Announcing present research • Announcing principal findings • Indicating research article structure

Figure 2.5. Diagrammatic model of a research article genre (Swales, 1990, P. 110-137)

Swales' model is from the structural, functional tradition. As the above model shows he has identified three moves to categorise the academic research for article genre. This proposes that a text has to be organised based on the rhetorical device to reach the discourse community.

Bhatia (1993) has perceived genre from a professional setting and provides a multi-perspective tool for a discourse analysis (Bhatia, 2004). He has provided four models of spaces to be identified in a text: textual, tactical, professional, and social space. In textual space, knowledge of the text has to be understood by analysing the text using corpus-based study, coherence and cohesion in the text, and the linguistic description. In tactical space, analyses are based on different social structure and interaction. This includes studying the audience response of the text and intertextuality in the text. In this process tactical use of language will be identified and knowledge of genre will also be understood. In professional space, the writer is part of the organisation and would provide insider's view on the text. This is possible in ethnographic study. This space will provide different perspectives to the text by accounting and understanding the receiver's perspective through the lived

experience in the organisation. And in social space, the knowledge of the social practice, pragmatic knowledge, ideology, power relation and other contextual features will be accounted.

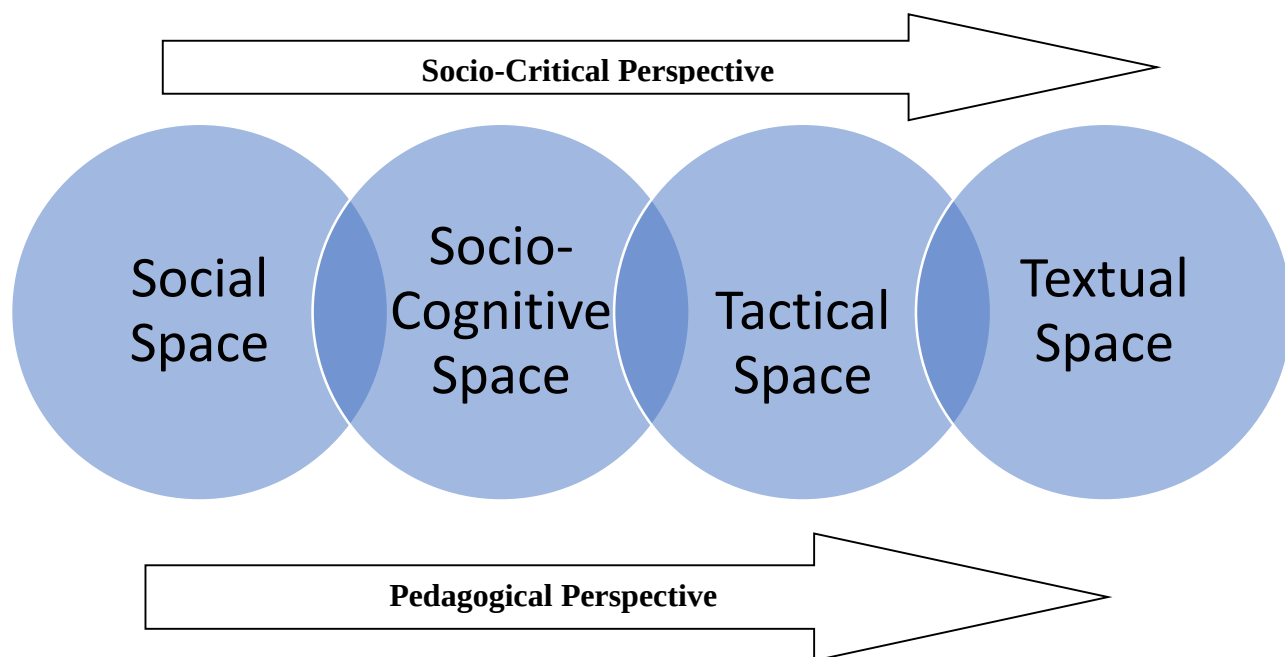


Figure 2.6. Diagrammatic representation of Bhatia's four space model of written discourse analysis (Bhatia, 1996, pp. 39-59)

Both Swales and Bhatia's models of analysis help in understanding the overall picture of genre and account for different social, cultural, professional, and textual features in their organisation and also help in categorising different genres.

2.7.3. Systemic Functional Linguistics

Systemic functional linguistics (SFL) approach originated from the Sydney school tradition. Halliday M.A.K. and Matthiessen, C (2004) are the key proponents of this approach. Halliday, in his book *Introduction to Functional Grammar* paved the way for this

functional approach. In this approach, genre is considered as ‘a social process which is staged, goal oriented and aims to understand the structure of language in relation to its context and situation’ (Martin and Rose 2007). In specific, SFL focuses on the use of systemic use of language in its context.

Halliday M.A.K. and Matthiessen, C (2004) discussed three meta-functional analytical tools. Ideational, interpersonal and textual features are the three meta-functional tools to understand the text in its context and situation. Ideational metafunction helps in understanding the experiential and logical function of the text. Experiential function investigates the grammatical choices used to convey the meaning and logical function, it looks at the semantic bond between clauses in the text. This is analysed using transitivity analysis; in which there are six transitivity processes to understand the experiential and logical meaning in a text. Interpersonal meta-function is used to understand the relationship in the text i.e., what relations the writer and reader carry or the speaker and listener hold. This process helps in understanding the power relation between the writer and reader. This metafunction is analysed using mood analysis of clauses in the text. Textual metafunction helps in organising coherent text. This is analysed using theme-rheme analysis which helps in understanding the subject position and what the writer tries to foreground and background. These three meta-functions operate together in a text rather than working separately, so to gain in-depth understanding of a text it is prerequisite to analyse a text using all three meta-functions.

2.7.4. Genre Level Analysis

In this study, email data collected from men and women managers of Indian IT workplace are analysed using genre level analysis and SFL analysis. Genre level analysis helps in identifying, analysing, and categorising different moves in the text. This level of analysis has two processes: 1) identifying the moves and text types, 2) identifying the move which helps in achieving the communicative purpose.

In the first instance, move is considered as a macro text type to attain the communicative purpose (Henry and Roseberry, 2001). In general, text type can be both ‘formal and functional’ (Eggins, 2004). Functional text type looks at the stages of meaning making in a text, whereas formal category divides text into multiple small units and structures. Eggins (2004, p. 61) has identified formal and functional moves in a complaint email task. In the Eggins’ study, common moves identified in the emails are ‘beginning, middle and end’; these are formal structures in email communication. In the email used for the study, particular rhetorical devices used governed the overall communicative function. The second process in genre level analysis is identifying the order of moves in achieving the communicative goal. Every communicative event or culture has ‘habitualising’ of genre in a certain way and it differs according to the situation. Eggins (2004, p. 61) has identified certain formal and functional habitualising in this study. They specifically looked at the emails of ‘service genre’ and identified these moves: ‘sales initiative, sale request, sales compliance and price....’ in this structure. The employees were assigned to use a particular rhetoric in a certain way and in that particular order to achieve the communicative purpose. Identifying the move structure helps in emphasising on the obligatory and optional moves in every genre. This will be dynamic and differ according to the functions of the genre.

Understanding these two processes in genre level analysis would help in categorising the formal, functional, and organisational structure in any genre.

In this study, SFL and ESP perspective are used to analyse the collected email data from men and women managers in Indian IT workplace. ESP framework is used to categorise the ‘email moves’ in appreciation and criticism email function. SFL framework is used to analyse the email data to understand the use of politeness and operation of power in workplace email communication. SFL framework provides an in-depth understanding of the email data written by men and women managers in expressing their appreciation and criticism. This framework is used because in workplace email communication, the operation of power and use of politeness are much more subtle and dynamic and not so clearly evident; it has to be understood minutely, for which this theoretical approach is used as an analytical tool in this study.

2.8. Review of Relevant Studies

2.8.1. Overview of This Section

This chapter presents the relevant literature in politeness, power, gender, and email communication in workplace communication. It explores related studies and highlights the objectives of the studies, research questions, theoretical frameworks employed, methodologies adopted and highlight on the significant findings. In this process, the research gap from the previous studies would be understood in the usage of politeness, operation of power, and gender in managerial email communication.

Recent research in the field of workplace communication has been reviewed. This research was mostly carried out from management, sociological, and communication perspectives.

There are very few studies which looked at the micro linguistic aspects like the use of politeness, power, and gender differences in the field of business communication. All the above said macro fields are highly researched but considering the micro aspects in these fields would pave way for more detailed and finer understanding of the field.

2.8.2. Previous Research on Politeness and Workplace Communication

This section presents the review of studies in the area of politeness and workplace communication. Politeness and workplace communication research have focused on different aspects of politeness usage in the workplace. The following research studies have explored the different contexts and situations in which politeness is used in workplace interaction. Broadly politeness has been analysed from the following perspectives:

- Politeness based on the status and role relationship of the sender and receiver (Sifianou, 2013)
- Politeness analysis based on the socio-cultural aspect (Alafnan, 2014)
- Politeness based on the textual analysis/linguistic analysis (Pilegaard, 1997)
- Criticism on major theory of politeness (Fukada & Asato, 2004; Yeung, 1997).

Sifianou (2013) analyses how globalisation has impacted the usage of politeness and impoliteness. In this study, data was gathered from Greece and England service sectors and looked at the formality and informality in addressing their colleagues. Qualitative methodology was used, and findings proved that it is not only globalisation that can impact or homogenise the use of politeness across cultures but the local culture also determines the use of politeness in every society. Alafnan (2014) investigated politeness in workplace emails in Malaysian educational context. Primarily, this explores the use of politeness

strategies among communicators of the same ethnicity, power relations and social distance. The study analysed 522 emails from different genders, ethnicities, ages, and hierarchy. Qualitative methodology was used to show the detailed use of politeness in Malaysian educational institutes. A questionnaire was used to get the contextual and other related details for the analysis. This study proved that Malaysians use indirect (polite expressions), positive and negative politeness strategies. The findings also proved that they use more polite expressions to their distant clients rather than to their close colleagues. This proves that the usage of politeness varies based on the context and situation and the role relationship between the sender and receiver. Pilegaard (1997) explores the principles and practices of politeness strategies in business letter writing. A total of 323 business letters from native speakers of British English were used in this study from the Cambridge University corpus, England. Overall functions of those business letters are making contact, negotiation, conflict situation and few letters categorised as miscellaneous. The study proved that politeness varies based on the status of the sender and the function of the business communication. This article also advocates that monitoring politeness strategies on the text level gives valuable insights into the norms that govern British business communication. Later works (Fukada & Asato, 2004; Yeung 1997) criticise Brown and Levinson's (1987) theory of politeness for undermining the dynamic nature of politeness. These works believed that the concept of Brown and Levinson theory of politeness did not consider the Japanese and Chinese perspective of politeness respectively. They used qualitative methodology and natural data from their socio-cultural context to prove the universalising effect of Brown and Levinson theory of politeness. Their findings countered Brown and Levinson theory for not accounting the socio-cultural differences in the

formation of politeness, and more importantly the theory did not provide detailed insights into the linguistic analysis of politeness.

Holmes' (1995) study examines the communicative differences between men and women native speakers of English. The gathered data are in spoken form from the New Zealand workplace context. This study restricts itself in considering the use of tag question, hedges and boosters in their regular workplace communication. The findings disregarded the traditional notion of Lakoff's (1973, 1975) claim and proved that women use more positive politeness; they were confident and supporting. Whereas men employees use more 'tag questions and hedges' which express their uncertainty. Though this study considered the form and its function of the communication, it failed to give importance to contextual features.

Fukada and Asato's (2004) study highlights the shortcomings of the Brown and Levinson model of universalisation of politeness. This is a theoretical paper in which the researcher has taken examples from Japanese context to disprove the universal claim of politeness made by Brown and Levinson (1987). These differences in politeness are unique to culture and context and therefore render it difficult to be claimed as a universal phenomenon. In the Japanese context, the use of honorifics is part of their culture, an integral part of their regular communication, rather than being instilled separately.

Schnurr, Marra and Holmes's (2007) study identified the different linguistic and politeness strategies used by ethnically diverse leaders in the New Zealand workplace. For this study, leaders from Maori and Pakeha were selected to study the differences in their linguistic and politeness strategies. Findings of this study highlight the cultural differences and

inappropriateness between these managers in their understanding of politeness and humour in the organisational context. To resolve these issues and avoid any hassles, they came up with a collective norm across culture or for any organisation as ‘community of practice (CofP)’.

Vinagre’s (2008) study emphasizes the use of positive politeness strategies for amiable work environment. This study foregrounds the collaborative classroom email exchanges of English and Spanish speaking learners. In a computer assisted collaborative classroom, there are several shortcomings that the learners face especially interacting with other learners because of social distance and inhibition to talk to others to avoid negative faces. This study specifically tries to look at the linguistic strategy used by eleven students and parents email exchanges in their introductory emails. The finding has highlighted the use of positive politeness by all the learners who were successful in their introductory email; they maintained solidarity tempo so that they could gel with the team for a better learning outcome. This model can be used in the workplace context also to maintain a positive temperament by creating a common ground between employees.

Chiappini’s (2003) study maps the early growth of politeness studies by Brown and Levinson (1987). She has adopted her earlier researchers frameworks ‘face and face-work’ and ‘face’ is perceived as a sociological perspective. Later Brown and Levinson considered politeness from a linguistic perspective and developed their theories. In a recent study, Chiappini (2003) analyses politeness from a sociological perspective and understood it to be based on the social norms of a culture. She believes ‘polite behaviour’ is the key to determining the ‘first order politeness’ and ‘second order politeness’ (Watts R. J., 2003).

The review of literature for politeness and workplace communication research has shown that only few studies have explored the use of politeness from a socio-cultural perspective. From the review it can be observed that researchers' predominantly use first and second order of politeness theories (Watts, 2003). In this study, politeness will be understood as a more complex system which is influenced by both societal discourse and use of language in a given situation. The role relations between speaker and receiver in the Indian context is an unexplored area. For this reason, in the modern workplace, it is important to understand the use of politeness in email communication which is commonly used in most Indian IT workplaces.

2.8.3. Previous Research on Power and Workplace Communication

This section will discuss the literature related to power and workplace communication. Power in workplace communication has different manifestations: hierarchical power and polyarchal power (Clegg, 2003). To study power in workplace email communications, social context is very important to understand the dynamics and role relationship in the organisation. In the past couple of years the field of power and workplace context has been researched to a great extent (Holmes et al, 1999; Mullaney, 2004; Ladegaard, 2011). This research clarifies that power is not a static entity but dynamic; it can be operated from different directions. In most workplaces it is the context which determines the operation of power rather than the institutional status a manager holds.

Panteli's (2002) study highlights the power asymmetry in academic email exchanges. This study focused on the text-based analysis. The data used for this study is gathered from two academic departments' email exchanges over seven months. Findings of the study highlight the impact of organisational culture in the way the email is structured. And also,

the status of the sender determines the language and the tone of choice in the email based on the traditionally followed social norms. This highlights the influence of traditional social cues in email communication.

Bjorge's (2007) study tries to understand the level of formality in the email communication of international students and their staff. This study adopted Hofstede's notion of power distance to study power. For this study 344 email data were gathered from 110 Norway students. Findings of the study highlight that students from high power distance community maintain formal language to maintain their positive face. Language used is based on the culture and situation in which we live.

Ladegarrd's (2011) study tries to understand the communicative styles of men and women in a Danish workplace. This study uses the empirical method to study business communication and its focus. The interested respondents were asked to record their regular workplace communication from a range of work cultures like, assigning task, accepting task, sharing information etcetera. The analysis showed that a considerable number of both men and women preferred to use indirect and feminine linguistics in certain situations. The study also proved that men use more verbal styles compared to women. One surprising aspect of the study was that the authority of men was not questioned or contested whereas the direct expressions of the women managers were contested by certain men colleagues. This study emerges from management perspective but fails to provide detailed insights into the linguistic aspects of power and other workplace communication tools.

Ladegarrd's (2012) article explores the leadership discourse strategies in the communicative practices of men and women leaders. This study based in Hong Kong, gathered data

from a small factory outlet. The data for this study was business meetings involving men and women employees. The research has proved that women employees use more directives to exert their power over their subordinates to control them. This study suggests that power distance and hierarchical relationships may explain why these leaders use a certain discursive style. Finally, the article recommends that normatively masculine and feminine management styles may be culture specific, which reiterates the need for a careful consideration of socio-cultural values and norms in the usage of power in the workplace. Like the previous studies, this study draws from the management perspective, and does not pay adequate attention to linguistic aspects.

Mizil, Lee, Pang and Kleinberg's (2012) study tries to understand the operation of power in social interaction. This study uses 'coordination theory – accommodation theory' to identify the language coordination in different workplaces: first, discussion between editors in Wikipedia and second, oral argument in US supreme court. In general, power is categorised in three different forms: hierarchical power, polyarchal power and specialised power. Findings of the study highlight that in the traditional workplace the power flows through hierarchical power from judge to lawyer to client. In a modern workplace like Wikipedia, power operates more diversely based on the knowledge an individual has in a field. This is part of specialised power an individual attains by their knowledge. More importantly, this study also looks at the micro linguistic features which exhibit power; they are 'articles, personal pronouns, prepositions, qualifiers, auxiliary verbs, and impersonal

pronouns'. The rationale for choosing this study as part of relevant literature is that it has highlighted the operation of power in both modern and traditional settings.

Mullany's (2004) study showed the gender difference between managers in attaining compliance among their subordinates and the use of humour. The data were gathered from six managers' business meetings as part of an ethnographic case study in UK. This study counters stereotypes against women, who do not use humour in workplace and proved that women in modern workplace use their communication more dynamically in order to attain a proper response from their team and to reach their organisational goals. On the contrary, men use their institutional role and mitigate the team mostly by direct instructions. In the modern workplace it is important to be more inclusive rather than being authoritative, as this would have an adverse effect on the organisation.

Victoria's (2009) study analyses the use of power by superiors and how the subordinates negotiate that power without breaching the organisational rule on workplace communication. Data were gathered from real meetings in a multinational organisation in Zurich and Amsterdam. The findings of the study highlight superiors' use of free flow control over the meetings by their institutional power and subordinates need to be very particular when they contest or negotiate without disturbing the flow of meeting. The Amsterdam data showed that the superiors tried to show their power more frequently but the subordinate team tried to negotiate and successfully made the manager adopt positive politeness later. The Zurich data showed that, the subordinates tried to take control over the meeting using team coordination without violating the norms. Therefore, it is believed that power is not static, rather it is multilateral.

Sproull and Kiesler's (1986) study tries to understand the use of power in email communication between subordinates and superiors. The study showed findings contrary to that of the few early researches; there is no significant difference between subordinates and superiors in the operation of power in workplace communication. Email communication seems to move towards neutralisation and this is because of the absence of social cues in email communication (Panteli, 2002).

Blum-Kulka's (1990) study looked at the use of indirectness in different cross cultural settings. In her analysis she has inferred three kinds of direct expressions: firstly, direct expression, which is the explicit use of language to request or showing authority, secondly, conventionally indirect expression, which is the use of strategic linguistic choice to get the work done, and finally, nonconventional indirect expression, which is the use of open endedness or partial reference in the use of indirectness. This is a theoretical study which later suggested ways to understand the nature of power operation across fields.

Vine's (2004) study focused on the managerial style in the New Zealand workplace context, especially looking at the operation of power. He perceived power as a control act which is exhibited through 'authoritativeness, request, and advice' in managerial communication. In the modern workplace context, power is not just attained using legitimate control but it is also attained through specialised knowledge. The findings of this study suggest that context is important in the operation of power. Context referred here is not just social context but also the interpersonal relations.

From the above discussed literature, it is evident that there are quite a number of studies on language and power in the workplace. Holmes, Stubbe, & Vine, (1999) studies highlighted

the power in workplace as ‘power in the workplace is evident and it seldom never’. Mills, (2002) has highlighted the use of power as a ‘net’ not a possession since it moves from situation to situation and context to context. Fairclough (1992) observed that the modern workplace has become more dynamic and there is quite a drastic change in the discourse style. In the modern workplace the work culture is changing, and this has impacted the power circulation in the workplace and that has directly impacted the language and the discourse practices in the workplace.

Sarangi & Roberts (1999) observed this change as a ‘new work order’. The new workplace operations are embedded with subtle power rather than overt power, especially when managers communicate with their team or associates. But one common point which was missing in most of the studies is that there they fall short of linking linguistic aspects to the operation of power in its contextual use. It is significant to understand the use of language in its context to understand the intended meaning it serves. This study identifies this as the literature gap and explores the operation of power in workplace managerial communication.

2.8.4. Previous research on Gender and Workplace Communication

Gender and workplace research has focused on different aspects of gender operation in the workplace. There are very few studies which explore the operation of gendered discourses in email communication in the Indian context (Kaul, 2016), gendered managerial styles (Holmes 2005; Holmes & Schnurr, 2006) and the impact of gendered managerial style on workplace communication (Holmes, Schnurr, & Marra, 2007; Mohindra & Azhar, 2012).

Kaul and Patnaik (2006) explore how gender difference and politeness operate in email communication in the Indian business scenario. This study uses quantitative tools to analyse 494 emails and found that women adhere to the politeness maxims more than men. However, this study does not explain the linguistic strategies used by men and women to implement politeness in their email communication. Moreover, the quantitative approach adopted in this study does not provide detailed understanding of politeness maxims in email communication. Holmes & Schnurr (2006) study corpus data to analyse the operation of the notion of “femininity” in workplace discourses. They use qualitative linguistic tools and socio-constructive approach to study the stylistic patterns in workplace communication. This study finds that feminine styles are adopted by both men and women managers in modern workplace using socio-constructive approach. In addition, this change in the modern workplace communication has created feminine communicative styles which is considered as one of the effective communication strategies. Despite valuable contribution this study did not elaborate the context and situations that govern the choice of feminine style in workplace communication. In another study, Holmes, Schnurr & Marra (2007) attempted to explore how gender differences in leadership discourse impact workplace communication in modern workspaces. This study specifically focuses on the genre of team meetings to explore the impact of gendered leadership discourse on workplace communication. This study found that communicative styles directly impact the nature of workplace communication in an organisation irrespective of feminine or masculine leadership style. The study has not elaborated on the nature of impact on the workplace communication and it primarily focuses on the spoken data for analyses. Mohindra & Azhar (2012) explore the operation of gender difference in workplace communication practices in Iran. This study observes that gender differences in

communication reduces as women move into higher management positions. But, this finding does not substantiate its claim of reduction in gender difference using linguistic evidences and it does not indicate the process involved in reduction of gender differences. Moreover, this study has used quiz as a tool to collect data to study gender differences. A quiz as a research tool may not be a valid and reliable technique to understand gender difference and the findings reflect the superficial nature of analysis involved in this study. These studies treat gender as a binary entity but gender is constructed socially, and politically through different discourses. Treating gender as a binary also reduces the scope of gendered workplace discourse studies.

Herring's (2003) study tries to understand the language differences between men and women in the workplace. She found that women use relative status and try to build the team by being polite, appreciative, thankful, and apologetic. In contrary men did not concern themselves with being polite and rather used their own patterns of language.

2.8.5. Previous research on Gender and Managerial Communication

Krishnan & Park's (2005) study focused on the performance and impact of women in top management positions. This study looked at the Fortune 1000 list of 1998 and took 679 firms as sample. This study has adopted the quantitative analytical paradigm to show the performance of top women managers. The research findings of this study highlight the combination of both men and women in managerial positions has a positive impact in organisational performance. The researchers highlight that the growth of women in top managerial positions has happened after the workplace transformation from being industry specific to information specific.

Heilman's (2012) study focused on the kind of stereotypes in workplaces. There are different kinds of prevalent stereotypes. They are: descriptive gender stereotypes (assigning what men and women must do) and prescriptive stereotypes (assigning how men and women should behave). These stereotypes are key factors for a biased and judgemental view towards women employees. More importantly, these judgemental observations determine their career growth. These stereotypes are still prevalent in certain workplaces; this needs to be addressed carefully before it affects the organisational growth. Gender normative linguistics has to be included in order to keep the workplace more inclusive and competitive.

Holmes's (2005) study explores the leadership talk, mentoring and the use of different discourse strategies by women managers in a 'male dominated workplace'. The data was gathered from an existing interaction database of the New Zealand workplace context. Findings of the study exhibit the wide range of discourse and linguistic strategies that were used by women managers in their mentoring of employees. In addition, it is evident that 'feminine' strategies of mentoring have yielded better outcomes. This has broken the stereotype of 'glass ceiling syndrome' for women managers.

Melero's (2011) study aims to look at the difference between men and women in managerial positions. This study highlights the earlier stereotypes towards women managers as incompetent. Data were gathered from 'workplace employee relations survey, 1998' in Britain. The findings prove that, women managers create an inclusive work environment by discussing more with employees and by involving them in decision making situations. This act creates an amiable workplace environment which is the key for

organisational growth. In addition, the concept of feminine leadership and linguistic strategies used were the most structured managerial styles in that context.

The review of literature in gender and workplace research shows that there are very few studies that explore the gender difference from a socio-constructive perspective in the Indian context. Moreover, there are only a few studies which have studied gender differences in email communication using socio-constructive framework of gender.

2.8.6. Previous research on Email and Workplace Communication

This section reviews the relevant literature in computer mediated communication in general and email communication in specific. This section will discuss the relevant literature in the field of workplace email communication and its function. Computer mediated communication has become the predominant mode of communication in most workplace contexts because of its advanced features over hand-written communication (Kankaanranta, 2005; Waldvogel, 2005; Alafnan, 2014; Yeoh, 2014). This mode has various advantages in terms of sharing, storing, and retrieving information more easily (Waldvogel, 1999, 2005 & 2007; Jensen, 2009; Kaul 2006).

Waldvogel's (2005 and 2007) study examines the function of workplace email communication along with the role, status, and style. This study adopts socio-constructivist perspective in analysing email data. For this study emails from two different New Zealand workplace contexts were gathered. A total of 515 emails were gathered from a manufacturing company and an educational institution. This study identifies the nature of the organisation that determines the communicative functions of email communication. Providing and seeking information were the two email functions identified. With the same

data, Waldvogel (2007) explores the greeting and closing of email in two workplace contexts. This study also suggests that it is the workplace context and culture which determines the number of greeting and closing in workplace communication. In educational settings the need for greeting and closing is not predominant, but the use of interpersonal resources is more prevalent because they all know each other better. In business contexts, individuals have to adhere to organisational rules and use of formal email language is a prerequisite. Therefore, this study hinges on the significance of workplace culture and its impact on the email language in workplace communication.

Kankaanranta's (2005) study focused on internal email communication in a multinational company. He gathered 282 email data from Finnish and Swedish employees of different hierarchical positions. Out of those emails, three email genres were identified, dialogue genre (information exchanging), postman genre (information transfer) and notice board (highlighting information) genre. They attempted to study how friendly workplace ethos are maintained using appropriate greetings, closing and salutations.

Jensen's (2009) study explores the use of discourse strategies in email negotiation and how relationships between participants develop with specific discourse strategies and markers in professional email communication. Mixed methods approach has been used to analyse their email interaction using both qualitative and quantitative analysis. Findings have proved that email communication could be an important tool to build team rapport, and negotiation by using different discourse strategies like discourse markers (hedges, boosters, attitudinal lexis, engagement markers, and self-mention). Frequent use of interpersonal strategies will establish trust and build or lead the relationship towards a more personalised level of communication. This study questions the earlier notion about email

communication that it is difficult to build interpersonal relation among employees and proved that email communication is one of the ways to team building and developing an organisational goal. Radicati's (2012) report on 'Email Statistics Report – 2012-2016' has clearly showcased the frequency of emails across the globe. This study has clearly shown that business contexts across the countries send a wide range of emails.

Mehrpour & Mehrzad's (2013) study examines the genre analysis through lexico grammatical features of Iranian and English business email communication. This study specifically focused on the information providing and requesting email functions. They have gathered 500 emails and formulated a mini corpus from both native and non-native workplace contexts. The researchers conducted micro and macro level analysis to understand the lexico grammatical features and move analysis respectively. There were no big differences in the structuring of the email but there were quite a few differences in lexico grammatical usage. Native speakers used more intimate linguistic features to develop their relationship where as non native speakers remained aloof and tried to be professional. The micro level analysis considers only a few linguistic features like (I, we, you and few attitudinal lexis).

Tseng's (2016) study aims to look at the interlanguage strategies of EFL learners. This study focuses on the advanced and intermediate learners' usage of syntactic and lexical modifiers in requesting emails. This study adpots a mixed method analysis, using semi-structured interviews, questionnaires, and three experimental email tasks. The study highlights that the linguistic resource of the learners determines their style. Higher vocabulary proficiency of learners helps them perform comparatively better in the usage of different linguistic strategies, in organising and structuring their email.

Paramasivam & Subramaniam's, (2018) article focuses on the request strategies used between superiors and subordinates in the Malaysian workplace email communication. This study looks at the internal email structure sent by superiors to subordinates. The authors employed Austin, (1962) speech act theory and Chiappini and Harris (1996) definition of 'request' to carry out this study. This study adopted qualitative methodology and gathered 25 emails from three superiors' group email communications. The findings of this study highlight the request strategies used by managers based on the context; they use both authoritative requests and solidarity promoting requests based on the context. Superiors adopted authoritative strategies equally when they wanted to show their institutional power and when they knew the person well. Solidarity function has been used when there was a high chance for face threatening instances to downplay and to build in-group solidarity.

Millot's, (2017) study aims to investigate the function of interpersonal relationship in the professional workplace setting and the use of corporate and professional voice in email communication. They adopted mixed method by providing both qualitative and quantitative analysis. For this study, the authors have collected 400 email samples from 14 professionals in the French business context. The findings of this study have highlighted that the positioning of the employee in the professional setting would make them experts and help them to exhibit professional styles in their business email communication.

Qasim, Hussain, & Mahmood's (2015) study tries to identify the genre analysis of Pakistan's business email communication. They have adopted Swales (1990), and Bhatia (1993) models of move analysis to understand the macro move structure. Louhaila-Salminen et al's (2005) model was used to identify the lexico-grammatical features in

business email. This study has adopted the quantitative method in presenting the analysis. Findings of this study are in two levels micro level analysis and macro level analysis. In micro level analysis, it is proved that Pakistani employees use more positive politeness expressions to maintain good interpersonal relationships by using ‘please’ , ‘kindly’ and other lexical choices. In macro level analysis there were seven moves identified and three genres identified by Louhaila-Salminen et al (2005) – “postman genre, dialogue genre, and notice board genre” (Louhaila-Salminen, Charls, & Kankaarnanta, 2005, P 401-421). These genres were based on the communicative context and purpose, and they are dynamic in nature.

Gimenez’s, (2005) study attempted to bridge the gap between the theoretical research in business communication and its practical implication. The study has considered the earlier business communication research and categorised them based on their themes like, (stylistic features in email, (Baron, 2002), internet language revolution (Crystal, 2001, p.238), and language use and its nature (Collot & Belmore, 1996). The findings of the study recommends business communication teachers to implement and apply empirical research in their classroom for better results. In this process, he suggested the SAE (selection, applying, evaluation) model to adopt a research in classroom for better learning and teaching outcome.

Moreno’s (2010) study highlights the importance of register variation in business email communication. They have gathered 224 emails from 54 different working professionals who speak English. The findings of the study have proved that not just the context of the email determine the register variation but rather the inquisitiveness of the manager or employee determine the email register variation. The business communication teacher

should create awareness that register variation is the key in developing various registers and increasing the standard of formal workplace writing.

The above discussed studies highlight the multifaceted research in the field of email and workplace communication. There are studies which explore the email genres in workplace communication, structure of workplace email communication and discourse strategies in workplace email communication. Most of the cited research used data from academic or business contexts across globe. But there are few that use genre theories and move analysis to study the operation of power, politeness, and gender differences in email communication. Using move analysis in this study would enable the researcher to look into the operation of micro linguistic features and macro cultural and social factors in each move. There are limited studies from Indian workplace contexts (Kaul, 2006) which look at the macro structure of email communication. In this context, this study explores the communicative and pragmatic functions of workplace email communication in its social context. In addition, this study specifically looks at the micro linguistic features and macro elements present in Indian IT workplace communication. In this context, this study specifically tries to fill this research gap by examining managerial email communication using SFL theorisation in Indian IT workplace context. In the next chapter, relevant theoretical frameworks which are used for this study would be discussed in brief.

CHAPTER – III

THEORETICAL FRAMEWORK

3.1. Introduction

This section will present the overall theoretical frameworks and the analytical tools used in this study. As discussed in chapter 01, this study explores the operation of power, usage of politeness and gender difference between men and women managers' email communication in Indian IT workplace. Politeness is understood using Richard Watt's (2003) model of first order politeness (common sense notion of politeness) and second order politeness (linguistic usage of politeness). Power is viewed using Stewart Clegg's (2009) framework of hierarchical power and polyarchal power and Chiappini's (2006) institutional status (power position attained using their role in organisation) and relative status (gaining power using their interpersonal communication, specialised knowledge) framework of power. Gender is perceived from sociocultural perspective (Mills, 2002; Holmes & Schnurr, 2006; Baxter, 2006). All the above-mentioned conceptual frameworks will be analysed using analytical tools like move analysis (Swales 1990; Bhatia, 1993, 2004) and Metafunctional analysis of Systemic functional linguistics (Halliday and Matthiessen, 2004). Move analysis from the collected email data is carried out to understand the functional use of managerial email communication in Indian IT workplace. Halliday and Matthiessen (2004) systemic functional linguistic (SFL) framework was used to analyse the linguistic features of each move and how these linguistic features in each move help in conveying the intended meaning of the internal email communication in an

organisation. The important aspect of SFL analytical tools is to study the language use in its communicative and sociocultural context. Using these two analytical tools, the researcher will discuss the operation of power, politeness, and gender differences in email communication. Theoretical background section gives a chronological overview of each term in detail. This section highlights the specific analytical and theoretical tools used in this study.

3.2. Theoretical Framework

3.2.1. Watts' and Chiappini's Frameworks to Study Politeness

In this study, politeness is understood from Watt's and Chiappini's models of politeness. This study focuses on the Watt's (2003) model of politeness to a greater extent. This politeness framework perceives politeness as 'first order politeness' and 'second order politeness'. 'First order politeness' is referred to as common-sense notion of politeness and how politeness is perceived in the society. 'Second order politeness' is referred to as how the politeness is exhibited through different linguistic and non-linguistic cues. In addition, this study also adopts Chiappini's (2003) 'polite behaviour' in the understanding of politeness in workplace communication. 'Polite behaviour' is governed by the 'social order' (common belief about politeness) in the society. In this study, 'social order' is viewed as 'community social order' and 'corporate social order'. Community social order is perceived as the norms and rules that govern politeness in a community. 'Corporate social order' is referred to as the norms which are followed in the organisation/workplace. In this study, 'corporate social order' is given more preference in order to understand the usage of politeness in the Indian IT workplace context.

In India, the workplace is multi-cultural and multi-lingual and to understand the communicative style of the workplace is complex. In this context, these two models of politeness help in the understanding of the complex features in Indian IT workplace communication. This model is developed after accounting for the multiple socio-cultural factors, social identity, and institutional factors in the understanding of politeness (Watts, 2003; Chiappini, 2006; Holmes and Marra, 2012; Kadar, 2017).

3.2.2. Clegg's (2006) and Chiappini's (2003) Framework to Study Power

In this study, power is studied using Stewart Clegg's (2006) and Chiappini's (2003, 2006, 2009) models of power. According to Clegg, power in modern workplace is 'hierarchical' and 'polyarchal'. 'Hierarchical power' refers to the traditional power a manager holds using the position they attain in organisation. 'Polyarchal power' is attained by a manager using interpersonal relations in the organisation. This power can also be attained using the specialised knowledge an individual holds. Similar to the earlier Clegg's model of power, Chiappini's (2003, 2006) framework of power has been developed to understand linguistic politeness as institutional and relative status. In a workplace, a manager attains 'institutional status' using the hierarchical position they hold in an organisation. 'Relative status' in workplace is attained using the interpersonal resource an individual holds in an organisation. Clegg used his power from organisational perspective whereas Chiappini, being a linguist, her model of power is based on linguistic perspective. These two theories of power originally evolved from Foucault's model of power.

In modern Indian IT workplace, the operation of power is multi-directional rather than unidirectional. Traditionally the operation of power is perceived as hierarchical, where a manager holds the complete power because of the power position and the authority they

have to direct, warn and criticise the team outrightly and more directly. Modern workplace is more dynamic, inclusive, and accommodative. The operation of power is rather multidirectional and subtle than unidirectional through different factors, like specialised knowledge, and other interpersonal resources. Even then, the operation of power cannot be direct, it has to be indirect and less face threatening in order to maintain the team dynamics, team building and to create inclusive workplace environment. In this context, this study adopts Clegg's (2006) and Chiappini's (2003 & 2006) dynamic model of power to understand the operation of power in modern workplace communication in Indian IT workplace.

3.2.3. Socio-Constructive Framework to Study Gender Difference

This study specifically looks at gender from the socio-constructive perspective (Baxter, 2006). Socio-constructive approach believes gender as a dynamic construct which is determined based on the context and situation (Baxter, 2006). In this approach, individuals choose their gender identity rather than being assigned (Holmes, 2006). Traditionally gender is viewed as a biological and static entity (Lakoff 1973). Modern workplace perceives gender as an 'individual choice' which is dynamic in nature and determined by its context. In modern workplaces, most successful managers adopt masculine as well as feminine linguistic choices as part of their regular interaction (Baxter, 2006; Holmes, 2006). Managers adopt and accommodate different linguistic styles and they will be the active agents in choosing their gender roles.

In the modern workplace it is believed that gender is not a static entity; rather we 'do gendering' (Baxter, 2006) based on the context and situation. For example, in modern workplace there are instances where a male manager communicates in a docile manner

and use polite expressions, in another context a female manager may use direct and authoritative tone as part of her managerial communication. Their language use and style are not determined by their gender; rather they ‘do gendering’ depending on the context and situations. In socio-constructive understanding, gender breaks the stereotypical boundaries and it will be more inclusive in adopting the linguistic choice in its context of use (Holmes, 2006; Baxter, 2006). This shift in modern workplace has happened because of the shift in the discourse pattern and the inclusive working nature (Litosseliti, 2006). This motivates the study to use socio-constructive approach to understand gender in modern workplace context in Indian IT workplace.

3.3. Analytical Framework to Study Power, Politeness and Gender

In this study, genre level analysis (move analysis) and SFL metafunctional analysis are used as analytical tools to study the use of politeness, operation of power in managerial email communication in Indian IT workplace. The rationale for choosing these two tools is that, genre level analytical tool is used to study the functional aspect of email communication (move analysis) and that SFL Metafunctional tools are used to identify the linguistic features used in the Indian managerial email communication in the IT workplace.

3.3.1. Genre Based Analysis

This study situates managerial email communication in Indian IT workplace as a genre. These managerial email communications are classified using Swales’ (1990) and Bhatia’s (1993, 2004) models of move analysis to categorise them based on their communicative functions. According to Swales (1990), move analysis helps in identifying the communicative function through specific textual structure. Bhatia (1993) affirms every move has different communicative function and linguistic usage; awareness about these

features and functions will help in better understanding of the genre and move in each email function. This level of analysis helps in segmenting a larger textual data into smaller chunks, based on moves in order to understand textual structure and communicative function in the email communication used by managers in Indian IT workplace.

Move analysis helps in identifying the macro function of Indian managerial email communication (Henry & Roseberry, 2001). This level of analysis helps in understanding how the communicative purpose in managerial email communication is achieved using different moves. Every email function will have different move structures or ‘habitualising’; it is important to carry out move analysis in order to understand those patterns. In brief, move analysis of Swales (1990) and Bhatia (1993) help in identifying the form and function of managerial email communication in Indian IT workplace.

3.3.2. SFL Metafunction to Study Micro Linguistic Features

three metafunctional tools of Systemic functional analysis (SFL) are used in this study to understand the micro linguistic feature in managerial email communication. This level of analysis helps to have in-depth understanding of the function and text structure of the workplace email communication. Usage of politeness and operation of power are identified using the linguistic cues in the email; these phenomena are analysed using SFL tools in this study. This study adopts all three SFL metafunctional tools to identify the operation of power and usage of politeness. In the following section all three metafunctions: 1) ideational tools, 2) interpersonal tools and 3) textual tools, are discussed. These three metafunctions help in understanding the overall meaning potential in a text through transitivity, mood and thematic analysis. The rationale for choosing this analytical framework is that it considers the context and situation in which email communications are

written. In brief, all these metafunctions help in understanding the linguistic and non-linguistic properties which highlight the operation of power and usage of politeness available in the managerial email communication in the Indian IT workplace.

- Ideational Metafunction: Transitivity Analysis
- Interpersonal Metafunction: Mood Analysis and Appraisal analysis
- Textual Metafunction: Theme-Rheme Analysis

3.3.3. Ideational Tools

3.3.3.1. Transitivity Analysis

Ideational metafunctional tools help identify the experiential meaning and external realities which are present in the text. This metafunction uses (Halliday, 2004) ‘transitivity’ analysis as a tool to recognise the logical and experiential meaning in a text. Transitivity analyses are used to recognise the idea transmission in a text through ‘processes’.

Transitivity is a source through which experiences are interpreted using participants, processes and circumstances. Processes are the key elements in transitivity analysis; they are used to pinpoint the experiential meaning in a text. Experiential meaning can be identified using different processes. They are material processes, mental processes, behavioural processes, relational processes, verbal processes and experiential processes. Each process gives a different experiential meaning. These processes exhibit perception or experiential meaning which are identified in the text (Halliday, 2004, pp.101–102).

In this study, ‘processes’ are given more focus in order to understand the manager’s experiential meaning created by their email communication. All the above discussed

processes will exhibit different experiential reality present in the email communication.

These processes will help in identifying the use of power and politeness.

- **Material Processes:** Material processes help in identifying outer experience changes through action or doing something. Examples: I **ran** to office. She **gave** the project to him.
- **Mental Processes:** These processes indicate the inner experience of the writer like sensing, seeing, thinking, and feeling. They mostly relate to cognition, perception and emotion. Examples: The manager **forgot** the new associate's name. The project manager **liked** his way of handling the crisis.
- **Behavioural Processes:** In this process, the inner experience impacts the outer experience, which will be exhibited as some behavioural outcome. Example: Samson is **laughing** at the joke.
- **Relational Processes:** These processes suggest the relation between one fragment of experience to another by identifying or classifying. Examples: She **is** strong in her team. Nithya **is** our new project leader.
- **Verbal Processes:** Verbal processes are dialogic processes. This expresses the voice, report and quote of the participant in the interaction. Examples: The manager **told** the team to complete the project by end of the day. The HR **replied** to the request email.
- **Experiential Processes:** These processes are used when the experience of the writer is exhibited. Example: The project logbook **impacted** the students.

3.3.4. Interpersonal Tools

Interpersonal metafunctional analysis helps in understanding the tenor relationship

between the interlocutors. This analysis is used to recognise the role relationship between

the writer (manager) and reader (employees), their power relationship, and social distance between the interlocutors. This metafunctional tool considers ‘clause as an exchange’ between interlocutors.

The emphasis of this study is more on the interpersonal metafunction as this analytical tool helps in identifying the attitude of the writer through mood analysis and appraisal analytical tool. In workplace managerial communication, the operation of power and usage of politeness can be understood by the attitude and the language structuring of managers. This can be studied through the above-mentioned analytical tools. Other interpersonal tools used in this study are hedges and boosters and sentence types. These tools are discussed in brief for a clear understanding of the analysis.

3.3.4.1. Mood Analysis

Mood analysis is a clause level analysis, which highlights the type of interaction.. Mood analysis comprises of ‘mood’ and ‘residue’. Mood elements are used to identify the grammatical subject which includes ‘subject’ and ‘finite’. This mood element is important in understanding the intention of the interaction such as who the writer is and his or her power relation. Based on the intention of the interaction mood types are classified as declarative, interrogative, imperative and exclamative. These mood types are used based on interpersonal speech roles that the interlocutors choose in their interactions. This level of analysis helps in understanding the usage of politeness and operation of power in managerial email communication in Indian IT workplace.

3.3.5. Hedges and Boosters (Interpersonal Functions)

Hedges and boosters are used to express the writer's confidence level and the intensity in an interaction. These linguistic choices express the level of assertiveness and attitude of the writer. In general, hedges are considered as 'doubtful and less powerful expressions' and boosters are perceived as 'authoritative expressions' (Hyland, 2000, pp. 179-197). In this study interpersonal linguistic markers help in identifying the operation of power and usage of politeness more subtly in modern workplace managerial email communication in Indian IT workplace.

3.3.6. Appraisal Analysis

Appraisal analysis is also a part of interpersonal metafunctional analysis. This analysis is carried out at the 'word' level. Primary function of this analysis is to identify the attitude of the writer or speaker in the text. In this study this analysis is important in order to understand the attitude of the manager in their email communication. This analysis works on three aspects, they are: affect, judgement, and appreciation. Affect highlights the feelings of the writer or speaker; judgement suggests the character judgement, appreciation projects the appreciation of an action in the communication.

3.3.7. Textual Metafunctions

3.3.7.1. Theme-Rheme analysis

Textual metafunction (Farrokhi & Emami, 2008) highlights the organisation of the text in terms of coherence and cohesion in the text. This metafunctional analysis comprises of 'theme-rheme' analytical tool to understand the organisation of the text. Theme functions as a message in a clause and it is the 'psychological subject' in a clause. Theme is the point

of departure for the message and the speaker or writer selects the theme as a landing point for what he/she wants to convey. Rheme is the remaining information of the clause excluding the theme (Halliday and Matthiessen, 2004, pp. 64–65). This level of analysis helps in understanding the flow of information in a text and explores the communicative reason for particular thematisation of a word/phrase/clause in a clause or group of clauses. Through this analysis the orientation imposed on the text by the writer can be understood.

3.3.8. Non-Verbal Features

Apart from regular SFL analysis this study also identifies several non-verbal features from the data. Non-verbal elements are mostly associated with spoken communication rather than in managerial email communication. In Indian IT workplace there are quite a few non-verbal features used by managers: exclamation mark, capitalisation, use of emoticons are a few non-verbal cues in written communication. These features have a special focus in managerial email communication with special attention. These special features in written communication are considered as nonverbal features and they are discussed in the analysis.

3.4. Conclusion

In this research study, the operation of power is studied using Clegg's framework, 'institutional status' and 'relative status' of power. Politeness is studied using Chiappini's model 'first order and second order politeness'. Gender is perceived through socio-constructive approach. Analytical tools in this study are 'move analysis, SFL metafunctions and non-verbal cues in the email function. These theoretical and analytical tools are used in this study to understand the operation of power and usage of politeness in

managerial email communication in the Indian IT workplace. In the next chapter methodology, research tools and data collection procedures are discussed in detail.

CHAPTER – IV

METHODOLOGY

4.1. Chapter Overview

In this chapter, research design, data collection method, data collection processes, data site and participant's information are described in detail. In the theoretical and literature review chapters, the gap in the field of managerial email communication research in Indian IT workplace was identified. In this context, this study analyses the exercise of power and politeness by men and women managers in email communication in Indian IT workplace. This chapter discusses the methodology of the study in detail.

4.2. Recapitulating Research Questions

The following are the research questions of the study. These questions guided the data collection and data analysis of this study.

- What are the moves in different email functions of managerial communication in Indian IT workplace?
- What are the power and politeness strategies used by managers in their email communication in the context of Indian IT workspace?
- How do men and women managers differ in the way they use politeness and power strategies in email communication in the context of Indian IT workspace?

These research questions are used to understand the operation of power and usage of politeness in managerial email communication in Indian IT workplace among men and women managers. Qualitative research paradigm and exploratory research design are used to analyse the data to understand the research questions above. In the following sections, the research methodology used in this study is discussed in detail.

4.3. Research Framework

This research adopted exploratory research design to study the usage of politeness and operation of power in managerial email communication among men and women managers in the Indian IT workplace. This study has employed exploratory research design and qualitative research paradigm for the study of concepts like gender, politeness, and power to account for the multiple factors which affect them. This research framework helped the researcher gain an in-depth understanding of workplace managerial email communication and gave a clear picture of the subtleties of communication in the Indian IT workplace (Heigham & Croker, 2009; Silverman, 2016). In India, IT companies today are multilingual and multicultural places of work, and it is important to study the patterns of managerial communication in this intercultural scenario. Despite the multilingual and multi-ethnic work environments, internal email communication is conducted in English language. This makes the data collected as part of the study integral to the study of English language use in Indian workplaces.

An in-depth analysis of email data was carried out using qualitative analysis to understand the different linguistic strategies used by men and women managers. These

analyses were carried out using Systemic Functional Linguistic (SFL) metafunctional tools and move analysis. Metafunctional tools help in understanding different linguistic strategies used by both men and women managers and move analysis helps in identifying the functions of email communication using different move structures. The rationale for choosing these analytical tools is that it accounts for various cultural, contextual, and social features in the data. Moreover, these analytical tools present an in-depth and detailed analysis of email data collected from men and women managers in Indian IT workplace. In the following sections, procedures related to data collection, data site and participants are discussed in detail.

4.4. Ethical Procedures

In a workplace, email is generally used to share important information; they are confidential in nature. This confidential nature of the email makes the data collection process even more difficult. In general, the workplace data are classified into three categories; they are 1) authentic data, 2) manipulative data and 3) artificial data (Eriksson & Kovalainen, 2008; Guest, Namey, & Mitchell, 2013; Flick, 2018). Though, the researcher faced difficulties in gathering data from different organisations his persistent commitment and motivation helped in gathering authentic data from different managers in the Indian IT workplaces.

In this study, the email data of men and women managers were collected from various Indian IT workplaces. The researcher had to make several enquiries and correspond with several IT organisations in order to reach managers who were willing to share the data. The managers who accepted to share email data insisted that no confidential information should

be revealed in any situation. The researcher had to give a ‘letter of undertaking’ stating that the gathered email data will be used only for research purposes and it will be kept confidential. In addition to maintaining the authenticity of the data, the managers gave a consent letter confirming the authenticity of the data and to provide ethical validity. The email data collected are highly confidential, so the researcher has maintained confidentiality of the respondents by removing the names of the companies and the senders and recipients of the emails. The data gathered for this study has been processed appropriately to ensure ethical consideration and confidentiality of all the stakeholders involved.

The proposal for this study received approval from the Institutional Ethics Committee, University of Hyderabad as part of the requirements of the institution.

4.5. Data Site

4.5.1. Organisational Profile

In this section, the profile of the organisations which are part of this study is discussed. Nature of their projects, organisational structure and nature of internal communication within the organisation are discussed in detail within the limits of confidentiality. This will provide contextual information of the email communication data.

Company Code	Organisational Profile
C1	Multinational Organisation, IT Solutions
C2	Indian Based Multinational Organisation, IT Solutions
C3	Multinational Organisation, Product Design using IT
C4	IT Solutions and Service for Insurance Industry
C5	App Developers
C6	Multinational Publishing House

Table 4.1. Company and organisational profiles of the research data

The organisations that are involved in this study belong to Information Technology (IT) sector in India. These organisations come under the private sector where the recruitment of the employees including managers is based on organisational policies and requirements. In these organisations, the performance of all the employees and managers is constantly monitored and their contribution to the organisation and its goals is measured annually through appraisal meetings.

C1: This is a multinational organisation that focuses on IT solutions, consulting, digital technology, data processing and outsourcing. They have two lakhs seventy-four thousand employees (274000) across the globe. They have their own internal email communication platform to share important information and work allotment with their teams within the organisation.

C2: This is an Indian based multinational organisation that focuses on IT solutions, service and consulting. They have around four lakh employees (400000) across the globe. They have a separate channel/medium for sending email communication within the organisation.

C3: This is a global multinational organisation that develops processors for computer-related technology for business. They have approximately ten thousand (10000)

employees. They do have separate internal email communication channel for their official communication, and it is mandatory for the managers to use email for all formal communication.

C4: This is an Indian based organisation which provides IT solutions and services to an insurance industry. They focus on software application and IT services across different insurance business. They have around one hundred and twenty employees (120).

C5: This is a start-up organisation that researches and develops software which are required by their clients. They are very small in number with twenty-three employees (23).

C6: This is a multinational publishing house that does digital content creation and editing. It has around ninety employees (90) on payroll.

The overall connection between all these organisations is their nature of work which is mostly software development, software solutions, finance-related software solutions and publishing solutions. In order to maintain confidentiality, the researcher used pseudonyms for the names of the organisations [C for Company] and have given a common reference names as follows: 'C1, C2, C3, C4, C5 and C6' for the managers of respective organisations. All the above organisations are software-related multinational organisations, based in India. Data for this study is gathered from organisations located in Hyderabad, Chennai and Bangalore. There are big companies (C1, C2, and C3) which have more employees and have branches across the globe.

Similarly, there are companies (C4, C5, and C6) which have limited employees and have branches only in India. The work culture in these organisations is diverse.

4.5.2. Manager Profiles

There are different types of managerial positions in an IT company. Each of these posts has executive authority and power positions. In general, managerial position in any organisation can be classified broadly into three categories: 1) top level managers, 2) mid-level managers and 3) lower level managers. These managerial positions are illustrated and discussed below.

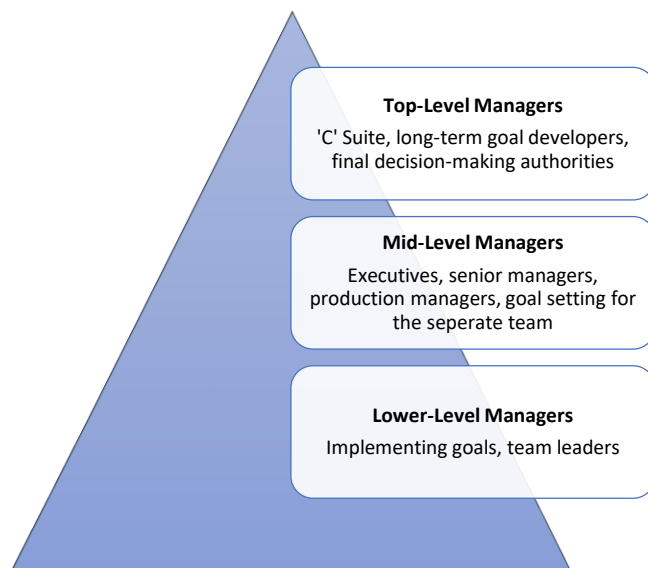


Figure 4.1. Managers Hierarchical Position (Source: © Lumen Boundless Business)

The Manager is one of the key positions in any workplace. It is the job of a manager to direct the team towards achieving their organisational goals. In traditional workplaces, managers operated within a hierarchy in the organisational structure. However, in the

modern workplace, the role of a manager is more dynamic: team building , inclusion, motivation , and coordination – so that organisational goals are achieved. These managerial hierarchical positions within traditional and modern workplaces are broadly categorised into three categories; they are top-level, mid-level and lower-level managers. Top level managers are ‘C’ suite managers¹ those who make policy decisions; , they’re the final decision-making authorities who design long-term goals of the organisation. Mid-level managers set goals for different teams in the organisation; they are mostly executives occupying roles such as senior managers and project managers who oversee several teams. Finally, lower-level managers implement the goals set by the project managers and work with the team focussing on those goals. For the successful functioning of an organisation, all these managers have to operate effectively and collaboratively.

In this study, most of the data was gathered from mid-level and lower-level managers due to difficulties in negotiating with the levels of confidentiality of the top-level managers. In this data, C5 is a start-up organisation; a start-up upturns a traditional managerial hierarchy with its unstructured organisational hierarchy. In this context, the head of the organisation has given the email data. Apart from C5, all the other data are from the mid- and lower-level managers in this study.

Company Code	Manager Profiles – Women	Manager Profiles – Men
C1	Team Lead	Project Manager
C2	Project Manager	Senior Manager
C3	Senior Manager	Team Lead
C4	Manager	Manager
C5	Head – CEO	Head – Director
C6	Manager	Team Lead

Table 4.2. Managers’ profiles from different organisations

4.5.3. Data Collection

As part of the data collection, email data was collected from both men and women managers of Indian IT workplace. While gathering the primary data for this study, is email corpus from men and women managers, the researcher gathered information informally about the work environment of the organisation, functions of internal email communication and other relevant contextual information.

4.5.4. Email Corpus

The researcher has collected emails from 12 managers (6 men and 6 women) from different IT companies. A corpus of 315 emails was created from the emails of both men and women managers in the Indian IT workplace. This corpus is central to the analysis as the researcher examines the email data to explore various power and politeness strategies.

4.5.5. Email Corpus Size

The researcher gathered a minimum of twenty-five emails from each manager. These emails are part of the internal communication, i.e., sent within the organisation. Data collection includes upward, downward, and horizontal communication. A total of 315

emails were gathered from both the managers. Due to confidentiality and various other limitations, managers could only share a few emails from their previous projects.

Company Code	Number of Emails – Women Managers	Number of Emails – Men Managers
C1	24	25
C2	29	25
C3	29	26
C4	25	26
C5	29	27
C6	25	25
Email Corpus	161	154
Total Email Corpus = 315		

Table 4.3. Total number of emails gathered from men and women IT managers in India

A small corpus including 161 emails from women managers and 154 emails from men managers in the Indian IT workplace was created by the end of the data collection process.

4.6. Data Collection Process and Procedures

In this study, the researcher has undertaken the data collection process in three phases: 1) pre-data collection, 2) data collection and 3) post data collection. In the following sections, all the data collection phases are discussed in detail.

4.6.1. Pre-Data Collection

As part of the pre-data collection process, the researcher first identified and shortlisted IT companies based on their nature of work, organisation structure, number of employees and other relevant information. Next, a list of addresses of the organisation with contact details

and, if possible, contact person's email ID are gathered for future correspondence. Most of the selected organisations are from Bangalore, Hyderabad, and Chennai where either the head office or branch office is located. Key selection criteria in choosing the organisation is that they must be IT based and willing to share email data.

In the data collection process, building interpersonal relationship with managers and making them aware of the significance of the study was challenging. A letter of authorisation from the institution about the study and the confidentiality aspects worked as an important support document to build trust and helped the researcher to approach personnel of the different IT companies (Appendices – 01 and 02).

4.6.2. Data collection

When the researcher began the data collection, the below steps were followed:

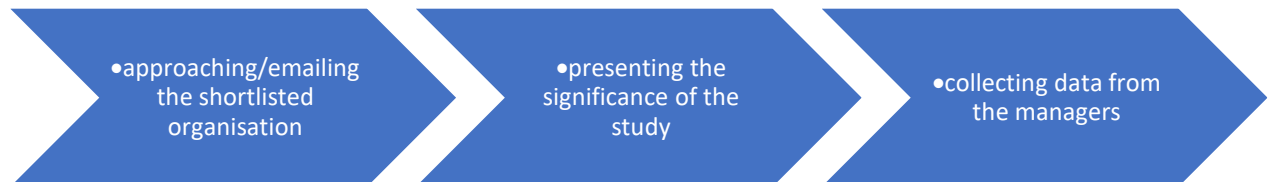


Figure 4.2. Data collection process

4.6.3. Approaching/emailing the shortlisted organisation

The researcher shortlisted and approached organisations with a request for data. Initially, there was no positive response from most of the managers. They were sceptical about the confidentiality of the data; they did not want to share any data. The researcher approached several other organisations and a few managers showed interest in the study and after a

series of meetings and discussions about the significance of the study. There were instances where a few managers expressed interest but they could not provide data because of their organisational policy. There were also instances where the HR manager found the study interesting but the organisation had a tie-up with a government project and so they were unable to share classified data. This is how the initial data collection process progressed.

Along with in-person visits to organisations, the researcher also tried to send a series of emails to various organisations about the significance of the study to request for a meeting to explain about the study. More than fifty in-person visits to different organisations and more than 200 emails to different organisations were sent. Due to the significance and confidentiality of the email communication, most of the managers denied the request for data even though they showed interest in the present study. Later, after multiple meetings, the researcher was able to negotiate with a few managers for sharing the internal email data of 12 managers from different IT workplaces in India.

4.6.4. Presentation of the need and significance of the Study

After the acceptance to share email data, the researcher requested the organisation to give an opportunity for a fifteen to twenty-minute presentation about the need and significance of the study to the managers who have volunteered for this study (Appendices – 04). The researcher made individual presentations to the managers who shared the data at a time convenient to each one of them. The objective of this presentation is to make managers understand the goals of the study. Based on their consent, the researcher requested the managers to send at least a set of 25 internal email communications, preferably from one particular project.

4.6.5. Collecting Data from the Managers

Later, the managers were ready to share the internal email communication data which was of a lower degree of confidentiality. The managers themselves selected emails (around 25) and shared with the researcher through email and a few other managers shared the data by copying onto an external storage device. The researcher signed a 'letter of undertaking' stating that the data in the study will be used only for research purposes and that all the confidential information will be concealed before analysis (Appendices – 03). In addition, the researcher also agreed to give one copy of the screened data to the managers if required. The managers were convinced and signed the consent form. This process was carried out in order to authenticate the email data and to record the informed consent of the managers and to confirm their voluntary participation in the study.

4.6.6. Post Data Collection

In the final stage of the data collection process, all confidential information like name of the organisation, manager and other confidential details (such as name of the associate, gender etc.) are screened to maintain the confidentiality of the data. Next, data was categorised based on different naming conventions as discussed earlier. Then, different email functions and moves were identified and finally, the analysis was carried out using the analytical tools discussed above.

Phases of Data Collection	Steps Followed
Pre-data collection Phase	• Identifying IT organisations through different online web search and through references • Collecting contact details of different HR/Managers working in IT organisations • Shortlisting the organisations
During the data collection phase	• Approaching/emailing shortlisted organisations • Presenting the significance of the study • Collecting data from the managers
Post-data collection phase	• Masking confidential information • Categorising the data • Analysing the data

Table 4.4. Data collection stages

4.7. Data Analysis Procedure

From the 315-email data collected, there are six major functions identified: appreciation, criticism, information providing, clarity seeking, request and work allotment. This study specifically focuses on only two email functions: 62 appreciation emails and 64 criticism emails were analysed in this study. Appreciation and Criticism functions are selected for this study as they are closely related to an expression of power and politeness in managerial email communication. Next, both these email functions are analysed using a) move analysis and b) three metafunctional tools. These two analytical tools helped in understanding the macro and micro linguistic strategies used in the operation of power and usage of politeness in managerial email communication in the Indian IT workplace among men and women managers. A table describing the analytical tools employed to answer each research question is given below.

Research Questions	Data Analytical Tools
1) What is the structure and composition of the moves in managerial email communication? 2) What are the power and politeness strategies used by managers in their email communication in the context of Indian IT workplace? 3) How do men and women managers differ in the way they use politeness and power strategies in email communication in the context of Indian IT workplace?	• Move Analysis • • • • Metafunctional analysis: 1) transitivity, 2) mood analysis and 3) theme-rheme analysis • Appraisal analysis: Word-level analysis • Hedges and Boosters • Non-verbal elements

Table 4.5: Data analytical tools

As part of data analysis, move analysis was carried out to understand the functions of managerial email communication in the Indian IT workplace. Next, the most relevant functions relevant to expression of power and politeness were chosen and that data was analysed at the clause level using three metafunctional tools (SFL): transitivity, mood analysis and theme-rheme analysis. All the classified email moves of appreciation and criticism email function are analysed using the above mentioned three metafunctions. Transitivity analysis is used to understand the ideational and experiential meaning in the text; mood level analysis helps in identifying the interpersonal relation and the mood of the

text. Finally, the theme-rheme analysis helps to understand the ‘psychological theme’—what is foregrounded and the coherence of the text. Appraisal analysis (Martin, 2014) is also carried out at the word level as part of SFL analysis to identify the attitude of the speaker in the email text. Hedges and boosters are also employed as analysis tools which help in understanding the level of confidence of the speaker. In addition, this study also found quite a few non-verbal elements in the email data, so the analysis also includes the non-verbal features present in the text. In this study, the above-discussed methodology is used to collect, organise, and analyse the data to understand the usage of power and politeness in managerial email communication.

CHAPTER – V

DATA ANALYSIS – APPRECIATION EMAIL FUNCTION

5.1. Introduction

In the previous chapter the discussions are about the methods used, data collection process, and data collection tools used in this study. The total data collected was of 315 emails, from both men and women managers working in Indian IT companies. Although five major email functions were identified from the data collected - Appreciation, Criticism, Work allotment, Information providing and Suggestion- only two major email functions: Appreciation and Criticism will be studied in detail. Appreciation and criticism are the frequently used email functions in workplace and also in these two email functions the operation of power and usage of politeness are relatively high. In this chapter, analysis of the appreciation email function is discussed in detail. As discussed, this study tries to explore the use of power and politeness strategies and gender differences in managerial email communication in Indian IT workplace.

In workplace communication different email functions are used in different instances based on the context and situation. These functions are generic and dynamic; they differ based on the context and situation in which the manager sends the email. Appreciation and criticism email functions are used for analysis in this study. The rationale for choosing these two functions is that they provide more scope in the operation of power and usage of politeness when compared to the rest of the functions. Therefore, the researcher has made a qualitative analysis of the appreciation and criticism moves to meet the research objective

of the study. Here, the appreciation and criticism emails have been analysed using Move analysis (Swales, 1990; Bhatia, 1993) and Systemic Functional Linguistic (SFL) Metafunctional tools (Halliday and Matthiessen 2004) to understand the operation of power, politeness, and gender differences within these two functions. In the below sections, appreciation email function are discussed in detail using the analysis tools mentioned in the theoretical chapter.

In this chapter, analysis of appreciation email is presented in three sections- A, B, and C. In section A, the moves of appreciation email and functions of those moves are discussed in detail. In section B, the metafunctional and appraisal analysis of major moves, appreciation and thanking moves in relation to power and politeness are discussed in detail. In section C, operation of power, politeness and gender in appreciation emails are discussed in detail.

5.2. Functions of Appreciation Email and its Move Structure

In this section appreciation email function will be discussed in detail based on its function in workplace communication. Understanding the significance of appreciation and its function in email communication is important. Different moves have been identified in the appreciation email data which are discussed in detail in this section along with examples.

5.2.1. Functions of Appreciation Email

Appreciation email is one of the most common email functions in managerial communication. In workplace, managers write appreciation emails in most instances and in different contexts to encourage and acknowledge the efforts made by the individual and team. This also encourages and energises the team to perform better and instils positive

workplace environment. Minimal or lack of appreciation might demotivate the team; therefore, it is important for the manager to use various appreciative notes to the team to inculcate positive atmosphere within the team by valuing the efforts of the individual and team.

Example: 5.1 (Manager (M)) Dear all. Thanks for your help in making this happen, finally after all the hurdles. Dear <Associate Name> - Thanks for all your help and guidance to team. Dear <Associate Name 1 Woman > / <Associate Name 2 Man>, Great job by you all and making this possible. Thanks for all the tireless nights and endless weekend work undertaken in last weeks to reach to this milestone. Rgds. <Manager Name>.

Table 5.1. Sample email from Appreciation Email data

In the above given appreciation email (5.1), a manager is appreciating and thanking his team for the efforts made by the team to complete the project successfully. He also individually acknowledges a few associates who did exceptional work. The manager acknowledges the efforts of individuals and the team in achieving their goals. It has a positive tone as a manager appreciates the work done by the team. Individual members are identified and given due credit for their efforts. This appreciation helps the team and individual contributors to continue to put in their best efforts in the successful functioning of the organisation.

5.2.2. Composition of Appreciation Email

In appreciation email, different moves are identified based on different functions. Each move has its own corresponding language structures. These managerial email communications are classified using Swales' (1990) and Bhatia's (1993, 2004) models of move analysis to categorise them based on their communicative functions. According to Swales (1990), move analysis helps in identifying the communicative function through specific textual structure. Bhatia (1993) affirms every move has different communicative function and linguistic usage; awareness about these features and functions will help in better understanding of the genre and move in each email function. This level of analysis helps in segmenting a larger textual data into smaller chunks, based on moves in order to understand textual structure and communicative function in the email communication used by managers in Indian IT workplace. In this study, the following moves are identified in appreciation email function: appreciation, thanking, direct appeal, and background and elaboration.

These four moves in appreciation functions are analysed individually using move analysis in this section. In the above identified moves, appreciating, and thanking are the major moves, and they carry out the main functions of appreciation. The other moves such as, direct appeal and background information and elaboration are the optional moves which support the major moves. The optional moves are used by the managers to complement the major moves in its communicative context. In the following section, all these moves are explained with examples.

5.2.2.1. *Appreciation Move*

Appreciation move is one of the commonly used moves by both men and women managers. In appreciation they praise, encourage, and foreground the efforts and performance of the individuals or team. Appreciation move helps the team to stay motivated in their efforts despite hardships. Though appreciation can be given by anyone, the manager's appreciation has a different value and power play involved. In addition, appreciation move is also used as a politeness strategy when the managers acknowledge their individual or team efforts. Here is a sample of this move from the data.

E.g.,5.2 (Manager (W))

“Without saying it was proven, yes we had a team with high level of enthusiasm, spirit and dedication with which we could wade through all the obstacles that came on our way”.

E.g.,5.3 (Manager (M))

“Great teamwork made us to achieve the milestone named as ‘cutover’ completed”.

Table 5.2. Appreciation Move

When individuals are named in an email copied to the whole team it indicates that they have achieved a special status in terms of power. The way appreciation move is constructed indicates the managerial style and it differs between managers. Sample email moves are given above. In the two-sample appreciation moves above, both man and woman managers have appreciated the efforts taken by the team. Through this process managers try to build the team efficiency and improve the performance of the team. The underlined phrases express the appreciation of the manager and it is noteworthy that the

managers in 5.2 and 5.3 have adopted an inclusive tone using expressions like ‘we and us’ in the appreciation move.

5.2.2.2. *Thanking Move*

Thanking move is used to express the manager’s gratitude or feelings to the individual or team. Thanking move also helps the manager to maintain positive work environment by giving credit to the team. The efficiency of the team and resultant positive impact improves when an employee or team feels that they are valued by the organisation or the manager. This will directly impact the team synergy and help them in achieving their targets.

E.g.,5.4 (Manager (W)) “ <u>Thanks for your confirmation</u> and <u>completing the project on time</u> ”.
E.g.,5.5 (Manager (M)) “ <u>Many thanks for your amazing support</u> to make <Project name> operational today (as planned 1.5 years back)!!”

Table 5.3. Thanking Move

In the examples, the manager has ‘thanked the effort for completing’ the project on time and ‘thank the team for the amazing support’. In this process the team efficiency could be increased. In the modern workplace, managers use similar interpersonal relations among the team to increase their team and individual performance. The underlined phrases express what the manager is thanking his/her team for. It is interesting to note that the language structures indicate the manager excluding himself/herself and speaking from a position of authority.

5.2.2.3. Direct Appeal Move

Direct appeal is used to express wishes, make a direct request, and sometimes direct or command the team members or team. Mostly, this move exhibits the hierarchical power a manager holds in directing the team. In workplace, there will be various instances of managers directing their employees in some way or the other to progress towards growth and success.

E.g., 5.6 (Manager (W))

“Looking forward for your continuous support to enable the <Project Name> team to further stabilize themselves”.

E.g., 5.7 (Manager (M))

Let us all now focus to have seamless, issue free Operations.

Table 5.4. Direct Appeal Move

In the above examples, the manager has tried to use some amount of hierarchical power by directing the team in a certain direction. In the first instance Example: 5.6, the manager directs the team for ‘continuous support’ and ‘further stabilize themselves’. In the second instance Example: 5.7, the manager has appealed to the team to focus on the operations. These expressions are quite common in workplace communication at various instances to guide and motivate the team and individual in the right direction towards organisational success.

The underlined phrases express the appeal the manager has on the individual team associates. In the first instance, manager appeals to her associate to give ‘continuous support’ and in the next instance, manager appeals to his associate to focus ‘let us all now

focus’. Through these expressions, managers exhibit their power or authority towards their associates to work in a certain direction.

5.2.2.4. Background and Elaboration Move

Providing background information is also a common move in appreciation email. This is like a support statement for the essential appreciation message the manager is conveying in the email. Elaboration will expand the specific appreciation and thanking move. In this context, this move helps in elaborating team or individual achievement, or acknowledging the hardships the team has faced to complete the project.

E.g., 5.8. (Manager (W))

“We did not really get a chance to speak after your previous mail, where you mentioned <organisational name> is interested in sponsorship for our conference”.

E.g., 5.9. (Manager (M))

“I spoke with <Director> yesterday and I understand that he has spoken to you all about his decision to take up a position with the quality analysis team in Bangalore”.

Table 5.5. Background and Elaboration Move

In the above two examples managers have elaborated the background information for the reader to strengthen the primary message of the email. This supplementary move tries to highlight, orient, and provide rationale for the reader to understand the appreciation and thanking moves. The manager refers to the previous communication (giving background) and referring to the present work. This is a communicative strategy used by both the managers to get their work done by the individuals and team associates by giving enough background knowledge for their appreciation and thanking.

The above section discussed the four common moves in appreciation email, its functions, and its uses in Indian IT workplace communication. The following sections will analyse linguistic strategies used in the four appreciation moves in detail using Metafunctional analysis and appraisal analysis to understand the usage of politeness and operation of power in managerial email communication in Indian IT companies.

5.3. Systemic Functional Linguistic Analysis of Appreciation Email

Function – Appreciation Move

In this section, the appreciation email function has been analysed using the systemic functional linguistic (SFL) framework. In this study, SFL analysis will help in understanding the micro and macro linguistic features in the appreciation emails using three strands of meaning making processes (metafunctions). In the following sections, major (appreciation and thanking) moves will be analysed using ideational, interpersonal, and textual metafunctions. This study also carries out an appraisal analysis of the data to understand manager's attitude in their email communication. In addition, non-verbal features found in the appreciation mails are also accounted for in the final section of analysis. These analyses are carried out in detail for the major moves to understand the operation of power and usage of politeness in managerial email communication.

Appreciation moves are generally used to appreciate the efforts of the whole team or individual team members. Analysing the linguistic resources employed in the move is essential to understand the attitude of the manager, managerial styles adopted and manager's linguistic motivation effort to improve the team spirit and productivity of the team. In this process, managers employ a wide range of linguistic resources to express

appreciation. This study specifically aims to look at the different politeness strategies and the power relations (institutional status and relative status) through the lens of gender in managerial email communication. These linguistic features are studied in detail using the ideational, interpersonal, textual metafunctions in the managerial email communication in Indian IT workplaces.

5.3.1. Metafunctional Analysis

The clause level analysis in Systemic Functional Linguistics (SFL) is carried out using three metafunctional tools: transitivity, mood, and theme. Ideational metafunction is used to highlight the ‘experiential meaning’ in a text. The experiential meaning is analysed through ‘transitivity tool’. Interpersonal metafunction is used to understand the ‘interpersonal meaning’ through which ‘power relation’ between interlocutors can be inferred. Interpersonal meaning is analysed using ‘mood analysis’. Textual metafunction is used to understand the ‘textual meaning’. This helps in identifying the ‘thematic structure, cohesion and coherence’ in a text (Halliday, 2004). Textual meaning is studied through ‘theme-rheme analysis’. This study analyses the linguistic systems and subsystems through the three metafunctions to understand the operation of power and usage of politeness in the email communication of men and women managers.

In the following section, appreciation move is analysed using all the three metafunction tools like ‘processes’ (ideational), ‘mood analyses (interpersonal), and ‘theme-rheme’ (textual). Later, word level analysis is also carried out using an appraisal system to understand the attitude of managers in the internal email communication.

In Tables 5.6 and 5.7 presents the analysis of transitivity, mood, theme-rheme elements and non-verbal elements in all the appreciation moves in the data. This will help in the macro level understanding of appreciation move from the operation of power and politeness.

Table: 5.6. Women Manager Clause level analysis for Appreciation moves in Appreciation Email function

Mood analysis: Bold

Theme Analysis: Underline

S. No	Email (Appreciation Move)	Mood (Interpersonal)	Processes (Ideational)	Marked/unmarked (Textual)	Non-verbal
1	<u>Without saying it was proven, yes, we had</u> a team with high level of enthusiasm, spirit and dedication with which we could wade through all the obstacles that came on our way.	Declarative	Relational	Marked	No
2	<u>Need to be specific I had</u> one SUPER STAR among the <i>STARs</i> who dirtied his hands be it his own space or not, his objective was to keep moving <i>ON</i> .	Declarative	Relational	Marked	Yes
3	<u>Yes, it is none other than</u> <Associate Name>.	Declarative	Relational	Marked	No
4	<Associate Name> you need a special <i>THANKS</i> and we wondered how you could be everywhere, <i>API, MIDDLEWARE, UI, NFT and NAM</i> .	Declarative	Mental/material	Marked	Yes
5	<u>NFT team (Associates Name....)</u> needs a very <i>BIG KUDOS</i> which was a key milestone and pulled in more energy than the one-year development activity.	Declarative	Mental	Marked	Yes
6	<u><Manager Name></u> needs a special appreciation who stood along with us and made it easier for us to get through with all our needs in Infrastructure.	Declarative	Mental	Unmarked	No
7	<u>Other STARs who needs</u> a special say are, <Developers Name>. <Functional Team members name>, you guys did a great job in guiding the entire team with all their queries.	Declarative	Mental/Material	Marked	Yes
8	<u>Special Thanks</u> to <Business Analyst Name> for his <i>ALL-TIME AVAILABILITY</i> for the team	Declarative	Verbal	Unmarked	Yes

9	<Test Manager Name>& her entire ASSURANCE Team did a splendid job as the time given was too short for them to turn around.	Declarative	Material	Marked	Yes
10	<u>Last but not least</u> , associates from neighbourhood teams <Associates Name...> need a pat on their back for supporting the <Project Name> team all through the times and helped them in times of need.	Declarative	Mental	Marked	No
11	It was an excellent job by you to station at <Location Name> to get the complete set up done.	Declarative	Relational	Unmarked	No
12	We are the ones who had turned around this move in a very short span of time,	Declarative	Relational	Unmarked	No
13	<u>As we all know</u> how difficult it will be to work with our <i>INTERNAL</i> <teams name>.	Declarative	Mental	Unmarked	Yes
14	The move was seamless and none of the teams had faced any challenges to resume their activities from <Location Name>.	Declarative	Relational	Unmarked	No
15	<u>Your way of handling the <Name of the teams> is</u> highly appreciated and once again a <i>PAT ON YOUR BACK!!</i>	Declarative	Material	Unmarked	Yes
16	WELL DONE <Associate Name>!	Imperative	Material	Unmarked	Yes
17	I really appreciate your insights and am looking forward to implementing many of your suggestions.	Declarative	Mental	Unmarked	No
18	It is helpful to have someone who has had experience with similar issues on previous projects to talk things the time out of your busy schedule to speak with me.	Declarative	Relational	Unmarked	No
19	I would like to congrats you both on this regard.	Declarative	Mental	Unmarked	No
20	I am sure your experience in this field would help our team to grow further.	Declarative	Relational	Unmarked	No

21	<u>Now it is</u> our job to nail it and prove to the other team and to senior manager that we are the right team to carry it out effortlessly.	Declarative	Material	Unmarked	No
22	<u>This is</u> your first project with our team, it is time to prove your efficiency once again.	Declarative	Relational	Unmarked	No
23	<u>This is</u> an important milestone not just in the organisational growth but we as a team gain more confidence and experience over these events. Your involvement in this regard is appreciated.	Declarative	Relational	Unmarked	No
24	<u>It is</u> time to reenergise our sprit and work towards our common goal in achieving our upcoming target.	Declarative	Relational	Unmarked	No
25	<u>You have</u> done exceptional work to build the team.	Declarative	Material	Unmarked	No
26	<u>(You) Keep</u> motivating the team by your work.	Imperative	Mental	Unmarked	No
27	<u>I'll</u> do as per your instruction.	Declarative	Material	Unmarked	No
28	<u>I'll</u> try and keep my vacations to minimum as soon as my work gets over, <u>I will</u> try to be here in office.	Declarative	Material	Unmarked	No
29	<u>I am</u> conforming we are doing the pmc connectivity Verification from our team.	Declarative	Material	Unmarked	No

Table 5.7. Men Manager Clause level analysis for Appreciation moves in Appreciation Email function

Mood analysis: Bold

Theme Analysis: Underline

S. No	Email	Mood (Interpersonal)	Processes (Ideational)	Marked/unmarked (Textual)	Non-verbal
1	<u>Great Teamwork</u> made us to achieve the milestone named as Cutover Completed.	Declarative	Material	Unmarked	No
2	<u>It's</u> a big day for <Company Name><Customer Name> relationship!!	Exclamation	Relational	Unmarked	Yes
3	<u>The attached note</u> received from <Customer Name> (Program Head - <Project Name>) echoes the appreciation from <Customer Name> and <Customer Section Name>, for achieving this milestone, regarded as one the most complex programs ever implemented by <Customer Name>.	Declarative	Material	Unmarked	No
4	<u>We all had</u> our doubts in the beginning of the week, as implementation date was at risk after recent cyclone impact, but your amazing deal, enthusiasm, dedication and hard work has made this happen!!	Declarative	Relational	Unmarked	Yes
5	<u>I know</u> some of you have been working tirelessly for last 48 hours without any break to put everything together, but it has worked out very well.	Declarative	Mental / Relational	Unmarked	No
6	<u>Great job</u> done by <Associates Name....> and the entire team!! Thank you all once again and I must say you all are the Stars of <relationship Name> team!!	Declarative	Material / verbal	Unmarked	Yes
7	<u>This is</u> a good opportunity for <New QA Team Head> to deploy their expertise in a quality check and to act as a greater section of their role.	Declarative	Relational	Unmarked	No
8	<u>It was</u> nice to have you with us to address the <organisation name>ians yesterday.	Declarative	Relational	Unmarked	No

	<u>You</u> had done a fine Job at <Project name>.	Declarative	Material	Unmarked	No
10	<u>(You)</u> make it up to your potential and do it.	Imperative	Material	Unmarked	No
11	<u>I am</u> sure you can make that happen with your extra effort.	Declarative	Relational	Unmarked	No
12	<u>(he)</u> Has demonstrated extraordinary commitment and has stretched at multiple instances of delivery. <u>He</u> takes ownership and at multiple instances has stayed full nights when needed to support / resolve issues for BU deliveries. <u>He also</u> takes initiative to suggest and implement newer ideas like changing the RR Testing tool format. <u>During the early section of 2016, he along</u> with Sourav played an enormous role in getting the innovative V6 RR Expression editor up and running. <u>He is</u> very popular among his peers and juniors and is a key for the maintaining the enthusiasm in the team and organisation too.	Declarative	Relational / relational / material / relational	Marked / Unmarked	No
13	<u>He</u> has lead a Screen Wizard team and also delivered FirstGen workflow and Product Wizard. <u>Among his peers and subordinates, he's</u> known for ensuring things work and he also has a tact to get work done. <u>If we</u> continue to mentor them and keep them motivated, 12-15 years down the line they could be architects and delivery managers.	Declarative Imperative	Material / relational / relational / mental / material	Marked / Unmarked	No
14	< <u>Team lead – Woman</u> > and her team has exhibited extra ordinary efforts during the days, <u>I think</u> <Team lead name> is a better candidate for being onsite.	Declarative	Relational/Relational/Material	Unmarked / Marked	No

15	You very well know that the <i>PMD</i> team has always approached you and they have been looking up to you at many occasions. Let's work together and change the perception.	Declarative			Yes
16	Its great achievement for your internship program is completed successfully in <organisational name>.	Declarative	Relational/	Unmarked	No
17	"We Win with the team not individuals".	Declarative	Material	Unmarked	Yes Colour
18	<u>Congratulations</u> on your promotion to Senior Software Engineer.	Declarative	Verbal/material	Unmarked	No
19	<u>Congratulations to all of you</u> , this is a major milestone!	Exclamation	Verbal /material	Unmarked	Yes
20	It was a great experience working with you all as a team	Declarative	Relational	Unmarked	No
21	I am delighted to announce that <associate name> is moving to a new role as CTO, Telecom with immediate effect	Declarative	relational	Unmarked	No
22	Great job by you all and making this possible. Thanks for all the tireless nights and endless weekend work undertaken in last weeks to reach to this milestone.	Declarative	Material	Unmarked	No
23	(I) Thanks for all the hard work and your dedication to run this successful non-functional testing which is the prerequisite for our <Org Name> to enable this key customer facing product, online <Project Name>.	Declarative	verbal/ material	Unmarked	No
24	Acknowledging your performance and project you are handling.	Declarative	Mental/material	Unmarked	No
25	You deserve the recognition and responsibility of the new position.	Declarative	Material	Unmarked	No
26	<u>Before everything</u> , we are happy to listen regarding your presentation. <Organisation name> wishes you all the very best...!! 😊👍	Declarative	Relational	Marked	Yes

5.3.2. Clause Level Analysis Using SFL Metafunctions

In this section, appreciation move will be analysed using all three metafunctional tools.

These moves are classified into three different subjects ‘I, we, and you’. Clause level analysis will help in the understanding of appreciation move better from power, politeness, and gender perspective.

5.3.2.1. Clause Analysis - I

From the below Tables 5.8 and 5.9 it can be inferred that clauses with ‘I’ as the subject are used very often in appreciation moves. Subject ‘I’ is used in different contexts to express the manager’s attitude, tone, and relationship to the team. Few instances of clauses with ‘I’ as a subject are highlighted as examples of the analysis with all three metafunctional aspects, in the following sections.

Table: 5.8. Clause Analyses – I of women data

I	am sure	your experience in this field would help
Theme	Rheme	
Mood		Residue
Sensor	Mental	Phenomenon

I	really	appreciate	your	insights
Theme	Rheme			
	Adjunct		Residue	
	Mood			
Senser		Mental	Phenomenon	

Need to be specific,	I	had	one	superstar
Theme	Rheme			
Adjunct	Mood		Residue	
Circumstance	Carrier	Relational (Possession)	Attribute	

Table: 5.9. Clause Analyse – I of men data						
I	must	say	You	are	the stars of relational team	
Theme	Rheme					
Mood		Residue				
Sayer		Verbal	Receiver	Verbiage		
I	am	sure	you can make that happen with your extra efforts			
Theme	Rheme					
Mood		Residue				
Identifier	Relational		Identified			
I	think	<team lead name>	is	a better	candidate	for being onsite
Theme	Rheme					
Mood		Residue				
Senser	Mental	Phenomenon				

From the tables 5.8 & 5.9 it can be inferred that samples from clause level ‘I’ from both the managers have analysed from all three metafunctional perspective. Ideational metafunction helps in identifying the experiential meaning and external realities which are present in the text. This metafunction uses (Halliday, 2004) ‘transitivity analyses as a tool to recognise the logical and experiential meaning in a text. From the above examples, both the managers have mostly employed mental, relational, and verbal processes to express their appreciation towards their team members. The mental processes are employed to indicate the inward experience of the managers towards the phenomenon or the team members or team. For example, in the above tables, use of phenomenon such as ‘experience’, ‘insight’, ‘extra efforts’ and ‘better candidate’ emphasises the inner experience of the managers towards their team members. Similarly, verbal process is used to explicitly state the value or worth of an employee in their team. For example: men manager used, ‘I must say’, to express his explicit appreciation to the team for the effort. From the above clauses it is evident that both the managers have used mental processes to a greater extent to express their appreciation.

Interpersonal metafunctional analysis helps in understanding the tenor relationship between the interlocutors. This analysis is used to recognise the role relationship between the writer's (manager) and reader's (team members) power relationship, and social distance between the interlocutors. This metafunctional tool considers 'clause as an exchange'. In this move, the use of 'I' in the subject position, obviously exclusive and clearly exhibits the authoritative tone of the managers over their team. The managers assert the efforts of the team from their position of power. This marks the manager's power play in appreciation move. Direct use of 'I' as a subject indicates the operation of hierarchical power or institutional status by the manager. This expression indicated manager is in power position and this power position enable them to decide whether to appreciate the team member or not based on their performances. For example: women managers have used expressions like 'I am sure, I really appreciate, and I had one superstar'. Similarly, men managers have used expressions like, 'I must say, I am sure, and I think'. All these expressions clearly exhibit the institutional power the managers have over their team members. In this context, manager is in the authoritative position and asserts his/her appreciation to the employees in the team. This exhibits the power position of both the managers in appreciation move.

Textual metafunction highlights the organisation of the text in terms of coherence and cohesion in the text. This metafunctional analysis comprises of 'theme-rheme' to understand the organisation of the text. Theme is the textual meaning in a clause, and it is the 'psychological subject' in a clause. Through the point of departure, the meaning in a clause is grounded in the local context in which it is identified. Rheme is what comes after

theme, the remaining information of the clause excluding the theme (Halliday & Hasan, 2004, pp. 64–65).

From the above tables, it can be inferred that both the managers have used pronoun ‘I’ as the theme of the subject in most instances of appreciation move. In the above examples, both the managers have used mostly the marked theme to express their appreciation directly to their team and individuals. They intend to explicitly state the appreciation for their team member or state their personal feeling about their team associate and team achievement. The use of subject ‘I’ as the theme also exhibit the institutional power the managers have over their team by foregrounding themselves as the theme of the subject. From the politeness perspective, the use of explicit positive appreciation like ‘I am sure, I really appreciate, I must say, and I am sure’ employed by managers to assert their power and kindle competitive spirit among the team members and to indirectly motivate team members. In this context, manager is in the authoritative position and they exhibit the appreciation to the employees in the team. In the next section, analysis of subject position ‘you’ will be discussed.

5.3.2.2. *Clause Analysis – You*

From the below tables 5.10 and 5.11 it can be inferred that there are also many appreciation moves with the subject ‘You’. ‘You’ in the subject position in appreciation move exhibits the managers power over their team by addressing the team/team members directly/specifically to laud their effort. Few instances of subject ‘You’ are analysed from all three metafunctional perspectives in the following sections.

Table 5.10. Clause Analysis – You of women data

Women data						
You guys	did	a great job	in guiding the entire team			
Theme	Rheme					
Mood		Residue				
Actor	Material	Goal	Circumstance			
You	have	done	exceptional work	to build the team		
Theme	Rheme					
Mood		Residue				
Actor	Material		Goal	Circumstance		

Table 5.11. Clause Analysis – You of men data

Men Data				
You	had	done	a fine job	at <project name>
Theme	Rheme			
Mood		Residue		
Carrier	Material		Attribute	circumstance
You		deserve	the recognition and responsibility of the new position	
Theme		Rheme		
Mood			Residue	
Actor		Material	Goal	

From the tables (5.10 & 5.11) it is clear that samples from clause level ‘you’ from both the managers have analysed from all three metafunctional perspective. In these samples, both men and women managers have used material processes extensively. Material processes are used to indicate the action carried out by the individual or team. Material processes are used to emphasise the outward experience of the managers. For example: women managers have used expressions like: ‘did a great job, have done exceptional work’, similarly men managers have used expressions like: ‘had done’, ‘deserve’. The tense used in this clause indicates the effectiveness of the team members that happen in the past. The goals here are very specific in appreciating a great job, exceptional work, fine job and in the last sample,

the new position has been extended by the scope, 'The recognition and responsibility'. All these expressions highlight the outward experience of the manager over their teams. Through these expressions both the managers exhibit their specific appreciation more directly to their team associates.

The subject 'you' is used by both men and women manager to highlight appreciation of the individual in the team or to refer the team as one single unit. There are quite a few clauses that used 'you' as the mood element to appreciate the efforts of the team. The finite elements used in this clause are 'have, did, had and deserve' exhibits the direct appreciation the managers to their respective teams. Use of 'you' expresses the power relation the managers have over the team. In IT companies, the managers' use of explicit 'you' indicates that explicit appreciation attribute to specific individuals within group mails. This way of appreciation is governed by the social norms used in the corporate community, where the team members have to be kept motivated and appreciated for their good efforts. In addition, it is also evident that the managers are asserting their hierarchical power by acknowledging the efforts the team. This exhibits their power position.

In the above tables, use of theme and rheme are analysed in the clauses with the subject 'you'. It is evident that both the managers have used employ more unmarked themes. Use of subject 'you' directly conveys manager's appreciation to a team member or team. In these instances, manager highlights certain team members by making them the subject of sentences. Managers employ active voice sentence construction in appreciating achievement. For example, in 'you guys', you is made the subject to explicitly highlight the individuals from the rest of the team members. Above discussed analyses have to be understood in the context of group team emails. In group emails, managers' choice to use

active or passive construction in appreciation move is a key linguistic resource to operate their institutional status.

5.3.2.3. *Clause Analysis – We*

From the below tables 5.12 and 5.13 it can be inferred that many appreciation moves begin with the subject ‘We’. Use of ‘we’ as the subject indicates the inclusive tone of the managers about their teams in appreciation of their effort and achievement. Few instances of subject ‘We’ are analysed from all three metafunctional in the below section.

Table 5.12. Clause Analysis – We of women data

Women Data

We	had	a team	With	High level	Of enthusiasm
Theme	Rheme				
Mood		Residue			
Token	Relational	Value	Circumstance		

We	could	wade	through	all the obstacles	
Theme	Rheme				
Mood		Residue			
Senser	Mental			Phenomenon	

We	are	the ones	who had turned Around this move		
Theme	Rheme				
Mood	Residue				
Token	Relational	Value	Embedded clause		

We	are	the right Team		to carry it out	
Theme	Rheme				
Mood		Residue			
Token	Relational	Value		Circumstance	

Table 5.13. Clause Analysis – We of men data

Men data

We	need to really	appreciate the attitude and achievement					
Theme		Rheme					
Mood			Residue				
Actor	Material	Goal					

If	we	continue to mentor	them	and (I)	keep	them	motivated
Theme		Rheme					
Mood			Residue				
Actor		Material	Recipient	Textual	Material	recipient	Goal

We	win	with the team			not individuals		
Theme		Rheme					
Mood			Residue				
Actor	Material	Scope			Attribute		

We	all	had	our Doubts	in the beginning of the week			
Theme		Rheme					
Mood			Residue				
Carrier		Relational	Attribute	Phenomenon			

From the above tables (5.12 and 5.13), both the managers have expressed their appreciation using different processes. Women manager employs more ‘relational processes’ to highlight their inclusive experience by using expressions like ‘we have a team, we are the ones, we are the right team’. In the second example, the manager has used mental processes to highlight the achievements of the team. Whereas men managers have used more ‘material processes’ to appreciate the achievement to keep the team motivated, and to highlight the collective effort of the team. For example: ‘we continue to mentor, we win with the team’. In the last example, manager has expressed relational process to

attribute success to the whole team including the manager. From the above examples, women managers have used more relation processes to build their positive relation with team by using inclusive 'we'. In contrast, men managers emphasised on the team in the role of 'actor' to exhibit the inclusive nature in appreciation move. The use of inclusive 'we' in appreciation move expresses the managers inclusive experience with their respective teams.

From the above tables, the use of subject 'we' is a politeness strategy used by the managers. Subject 'we' is used as the mood element in these clauses. The use of finite element in subject position 'we' embarks the inclusive nature of appreciation by both the managers. For example: women managers have used: 'we wade through, we carried out, we turned around' and men managers have used expressions like 'we appreciate, we doubt, and we motivate'. Both men and women managers have used declarative clause with 'we' as subject to express their inclusive tone in their communication. The use of inclusive subject 'we' highlight the oneness of the team, the managers placed themselves in the team and expressed their appreciation. For example: women managers have used 'we had, we could, and we are'. Men managers have expressed 'we need, we continue, we win, and we all had'. All the above examples highlight the oneness of the team. Inclusive 'we' is used as the politeness strategy by both men and women managers in expressing their appreciation. For example, in this sentence 'we could wade through all the obstacles that came on our way' the manager is trying to communicate two politeness functions: 1) She is trying to identify herself with the success of the team 2) she is trying to project it as collective effort. Use of 'we' in appreciation move is part of second order politeness,

where the corporate social order impact the linguistic choice used by the manager to be inclusive.

In the above tables, both the managers employ the use of 'we' as the theme of the clauses. In these examples' managers have used unmarked themes. This inclusive theme in appreciation move help the team feel motivated. Managers have foregrounded the efforts of the team in appreciation by including the all the stakeholders. However, it needs to be noted that managers made themselves part of the theme in all the examples and have given themselves as much credit as they have given the team. In brief, above examples indicate the range of communicative functions achieved by managers in email communication by using the subject 'we'. In email communication, the use of subject 'we' indicates the operational of relative status through language use which helps the managers to build the team's identity.

From the above discussions it can be understood that managers strategically employ different subjects (I, we, and you) to convey their appreciation for the individual or team in appreciation move. The choice of subjects and the way appreciation is conveyed has different effects on the team members. Moreover, these choices also indicate the type of managerial style adopted by different managers. When the managers wish to project him or her explicitly as the 'doer' and to explicitly express their personal feeling or opinion about a person or activity they use the subject 'I'. The use of 'I' also indicates the operation of institution status or hierarchical power a manager has over their team associates. When the managers decide to explicitly state the achievement of a particular team member in a group email, they use 'personal name or you'. This explicit appreciation in the internal group communication is a strategic communication in corporate environment to maintain the

competitive work environment. Similarly, managers also use inclusive ‘we’ to induce the sense of oneness in self-appreciation or to back the team member’s credentials. The use of different subject also implies that ‘corporate social order’ influences the decision of the managers more than ‘community social order’. Managers’ first order politeness is majorly influenced by the corporate norms and culture. This phenomenon gets reflected in their second order politeness through varied use of subject by managers like ‘I, We and You’ to maintain positive work environment, motivate their associates, and build the teamwork from the above discussed examples.

5.3.2.4. Overview of metafunctional analysis in appreciation move

In this section, the overview of appreciation moves from all three metafunction perspective will be discussed in detail. This overview will help in understanding how appreciation function is constructed at lexis and sentence levels. Moreover, it will also help us elaborate the role of politeness, gender, and power in appreciation emails.

5.3.2.4.1. Transitivity Analysis

In appreciation move, it is found that both women and men managers predominantly use relational, mental, and material processes. The relational processes are mostly used to indicate the action executed or deed done by the employee. These processes are largely used by both men and women managers to describe the relation between the action and the doer. In general, managers employ mental processes to indicate their inner feeling or expectation through the mental process. In the data it can be observed that women managers employ more mental process to express what is expected out of the team. But men managers employ more material process to express what is expected out of the team.

This can be inferred that men managers prefer to describe the act or deed expected from the team or individual, but women managers prefer to use mental because it helps the manager to express her feel along with describing the act or deed expected from the team or individual. The use of verbal processes is very less among both men and women managers. The use of processes also indicates the subtle leadership style differences between men and women managers. Women managers tend to express their politeness by expressing their emotions about work completed or efficiency of the team members. This finding can be inferred from the women managers' preference for the use of mental processes. On the other hand, men managers use material processes because they try to describe and appreciate the team members in more direct manner. This style difference in using the processes also reflect the thought processes of both men and women managers. Both the managers also expressed their institutional power or authority using different processes. In brief, it can be stated that both the managers use processes to operate their power and politeness.

5.3.2.4.2. Mood Analysis

In appreciation move, it is found that both women and men managers predominantly used declarative clauses to convey their appreciation (see Table 5.6 and 5.7). There are few instances of imperative clauses in this move. Declarative clauses are commonly used in appreciation move, to express their appreciation explicitly to the team and individual associates in the team. For example, in the following sentence, 'I know some of you have been working tirelessly for last 48 hours without any break to put everything together, //but it has worked out very well', the manager has used the declarative sentence with conscious choice of subject 'I'. By choosing the subject 'I' here in this context he is acknowledging

and expressing the sense of empathy ('I know') for their hard work. The pragmatic meaning expressed by strategic use of 'I' is very important for the managerial communication. Similarly, there are instances both the managers have used 'You' as the mood element to convey their appreciation. This subject position 'you' highlights the power relation the managers have over their team by referring them directly. This explicit reference to the team members is way of asserting the managerial power and authority over their team members for example, 'You had done a fine job at the project <project name>'. In this example, though the manager appreciates the effort of one team member this mood element also reflects the managers power over the team in total. This type of appreciation is governed by the social norms of the corporate community. These two examples indicate how mood element 'you' and 'I' contribute to the construction of power and politeness in workplace communication. Finally, the use of 'we' in the subject is also predominant in appreciation move. This use of inclusive 'we' foreground the oneness of the team between the managers and team associates. This mood element is used to build interpersonal relation and to motivate the team. For example, women manager has used this sentence 'we had a team with high level of motivation' to motivate the team. From politeness perspective, this use of inclusive tone signals the positive relation the manager has over their team and build the team motivation and create oneness among them. This is part of second order politeness, where the corporate social order impact the linguistic choice used by the manager to be inclusive. Overall, the mood analysis help in understanding how mood element and finite element contribute to the construction of power and politeness in appreciation move. In the next section, theme-rheme analysis will be discussed in detail.

5.3.2.4.3. Theme-Rheme Analysis

Theme analysis can show us the flow of information in email communication. From Tables 5.6 and 5.7 it can be understood that most of the clauses are unmarked construction to convey appreciation. In unmarked sentence construction, either the associates name or team (I, we, you, your team, NFS team), activities (It, this) and attributes (good job) are made the subject by managers to convey their appreciation. These unmarked themes are quite common; they express the direct meaning and the attitude of the manager in appreciating his/her team/individual. In this analysis, marked themes are the important features to understand the hidden and implicit attitude of the manager. The marked theme constructions are used to give special focus and attention to a particular team or team member or situation in the appreciation email. In Table 5.14 analysis for both men and women managers' use of marked themes are discussed.

Table 5.14. Analysis of marked theme constructions in women & men data

<u>Other STARS, who needs</u> a special say are, <Developers Name.>. <Functional Team member's name.>, (Women)
<u>NFT team <Associate name></u> needs a very BIG KUDOS which was a key milestone (Women)
<u>Need to be specific I had</u> one SUPER STAR among the STARS (Women)
<u>Last but not least,</u> associates from neighbouring teams <associates name> need a pat on their back (Women)
<u><Name of the team lead>, he had</u> started leading a team at just 2 years of experience. (Men)
<u>As an individual he's</u> the single point of expertise in RR (Men)
<u>Acknowledging</u> your performance and project you are handling (Men)

In the above Table 5.14. it can be inferred that managers use linguistic strategies like ‘Vocatives’ (NFT Team <Associate Name>, Other Stars, <Name of the team lead>), ‘Prepositional Phrases’ (As an individual), ‘Verbal Phrase’ (Need to be specific, Last but not least) and ‘Verb’(Acknowledging) as the theme of the sentences, so these sentences are termed as marked theme. In this context, marked theme construction is used to highlight the individual or team or their quality in team emails. In particular, both the managers have used vocatives (interpersonal theme) as one of the important strategies to provide special attention to particular team member in the group emails. The use of vocative is also strongly indicating how managers use interpersonal theme as one of their key resources to subtly operate their institutional status. In this context, when a manager calls or refers their associates by their name it shows the interpersonal status and power relation between them. In specific, women managers have used more vocatives (see table 5.1) by referring their associates by their name compared to men managers. The overall use of marked theme by women managers is higher compared to men managers. The overall use of marked them by women managers is higher compared to men managers because women want to give more emotion to what they say when compared to men managers. For example, women managers have used following words and phrases as their sentence starters ‘Without saying it was proven, yes we has.., Need to be specific, I had one super star.., Other stars, who needs a special say are.., Last but not the least, associate from neighbourhood teams...,’ whereas men managers have used only a few marked themes like, ‘Acknowledging, your performance.., Before everything, we are happy to listen regarding your presentation’. Women managers have used comparatively more marked themes than men managers in appreciation move. In the following section, the flow of information in the appreciation email will be discussed by both men and women managers.

From the above analysis of appreciation move it can be interpreted that declarative clauses are predominantly used by both women and men managers and there are very few instances of imperative clauses being employed. In the appreciation move, declarative clauses are used to convey information, make their statements (opinion and facts) to individuals and team members, therefore frequent use of declarative clauses is found commonly in this move. Both men and women managers have extensively used declarative clauses to position their positive tone in appreciation move to maintain a positive team environment and increase the efficiency of the team. Generally, modern workplace expects the managers to be more inclusive and create a positive work culture among the team to be more productive. Being an internal email communication, most of the communication was addressed personally to a single individual in the team or to the whole team. In this move it is evident that both women and men managers have used relational processes to a greater extent in exhibiting their experiential meaning. In addition to relational processes, there are almost as many mental and material processes used by the managers to express their experiences in appreciation move. In following sections, the words and phrases are analysed to understand how words and phrases contribute to the construction of power and politeness in appreciation emails.

5.3.2.5. *Word Level SFL Analysis*

In this section appreciation move will be analysed using J. R. Martin's appraisal analysis tool. Appraisal analysis is part of word level analysis; it looks at words as a single independent unit to understand the attitude. In the previous section, clause level analysis was carried out using meta functional analysis. In this section, word/lexical level analysis will be carried out in the appreciation move to understand the attitude of the managers.

Though there are three strands in appraisal system: attitude analysis, graduation, and engagement. This study specifically focuses on the attitude analysis to understand the interpersonal relation between managers.

5.3.2.5.1. Appraisal Analysis

Appreciation analysis helps in identifying the attitude of the writer or speaker. In this study appraisal analysis is important to understand the attitude of the manager in their email communication. In the appraisal analyses network, there are three systems; they are attitude analysis, graduation, and engagement. In this study, attitude analysis alone is carried out to focus on the manager's attitudes. Attitudes are classified into three categories: affect (expressing feelings and emotions), judgement (character) and appreciation (evaluation of things: concrete or abstract). In appreciation move, both women and men managers have used all three attitudinal markers by using, affect, judgement and appreciation.

In appreciation moves, managers appreciate an individual in the team or the whole team. Depending on the situation, context and need they appreciate the individual or team. So, the appraisal analysis is carried out separately for individuals and team to understand manager's attitude towards individuals and team.

In the below Table 5.15, the appraisal analysis for individuals and team is carried out. Women and men managers have expressed their feelings and exhibit their emotions for the performance of the individual members' through use of words like 'special thanks, special appreciation, great achievement and fine job'. In these expressions, the managers have expressed happiness and satisfaction. Similarly, in the second section, managers have

highlighted their feelings and emotions towards their team. This is exhibited using qualifiers like ‘stars, special say, great job, entire team, you all are stars, major milestone’. These expressions signify their happiness and satisfaction towards their team performance using classifiers like “major milestone, great job, special say”. In addition, there are also emoticons used by men managers to exhibit their wishes to their team by using ‘smile and thumbs up’ emoticons. These are special non-verbal emoticons used by a man manager.

Table 5.15. Appraisal analysis for Individuals and Team

Individual	• <u>Affect: (Women)</u> <Associate name> you need a special thanks (Happiness) <Manager Name> needs a special appreciation who stood along with us (Satisfaction) • <u>Affect (Men)</u> It's great achievement for your internship program is completed successfully (Satisfaction) You had done a fine job at <project name> (Satisfaction)
Team	• <u>Affect (Women)</u> Other stars who needs a special say are, <developers name...>, <Functional Team members name.>, you guys did a great job in guiding the entire team with all their queries (Happiness) We all know how difficult it will be to work with our INTERNAL<team's name> (Satisfaction) • <u>Affect (Men)</u> I must say you all are the stars of <relationship name> team!! (Satisfaction) Congratulations to all of you, this is a major milestone! (Happiness) <Organisational Name? wishes you all the very best...!! 😊👍 (Happiness)

In the below Table 5.16, judgement of character in the appreciation email function has been analysed in detail. These ‘character judgements’ are based on the work done by the individual and team. Analysis of this section also presents individual’s and team’s

judgement. In Table 5.16 the character of the individual is judged. These judgements are evident through their linguistic cues like ‘your experience, your instruction, your potential, and your extra effort’. Through these expressions’ managers have highlighted the capacity (capability of an individual), tenacity (dependability of a person) and normality (special ability or feature of a person) of an individual. In the second section, team characters were judged and those were exhibited through the expressions like: ‘we as a team gain more confidence and experience, guiding the entire team, and achieve the milestone’. Through these expressions manager is highlighting the character of their team as powerful, fortunate, truthful, and ethical. This is one of the key analytical tools, through which the attitude of the manager towards their team and associates will be evident by their judgement.

Table 5.16. Judgement of character in the appreciation email function for individuals and team

Individual	• <u>Judgement (Women)</u> I am sure your experience in this field would help our team to grow further (Normality) I’ll do as per your instruction (Tenacity) • <u>Judgement (Men)</u> Make it up to your potential and do it (Capacity) I am sure you can make that happen with your extra effort (Tenacity)
Team	• <u>Judgement (Women)</u> This is an important milestone not just in the organisational growth but we as a team gain more confidence and experience over these events (Normality) You guys did a great job in guiding the entire team with all their queries (Capacity) • <u>Judgement (Men)</u> Great teamwork made us to achieve the milestone (Normality and tenacity) It was a great experience working with you all as a team (Normality)

In appreciation email, the use of appreciation (thing) is also evident using different linguistic cues. The instances of appreciation in the appreciation emails are listed in the below Table 5.17. Managers employ an appreciation system to highlight the values of things which can be concrete or abstract. This is one of the important analyses which exhibit the manager's attitude towards the efforts of the 'value of things' in their associates and team. Expressions like 'key milestone, very short span of time, important milestone, big day, and amazing deal' highlight the judgement of things in the manager of their associates and team. These appreciations are used to express the impact of the success in the team through the above discussed linguistic expressions. In addition, managers also employ appreciation to express the quality and complexity through words like 'complex programs' and 'amazing deal'. The appreciation of things holistically contributes to the appreciation of the individuals or team. In appreciation email function, the appreciation of things function indicates the overall attitude of the manager to the employees.

Table 5.17. Extracts of appreciation email function

<u>Manager (Women)</u> NFT team (Associates Name....) needs a very BIG KUDOS which was a key milestone (Profound) turned this move in a very short span of time (Value) This is an important milestone not just in the organisational growth (Profound) <u>Manager (Men)</u> It's a big day for <Company Name><Customer Name> relationship!! (Impact) for achieving this milestone, regarded as one the most complex programs ever implemented by <Customer Name> (Complexity)
--

but your amazing deal , enthusiasm, dedication, and hard work has made this happen!! (Quality)
--

The lexical choices used by managers to appreciate or depreciate the employees reflect the attitude and current state of mind or emotion of the managers. Lexis is one of the major sources employed by managers to operate their relative status or their rapport with the team members. This is done by qualifying the manager's emotion (special thanks), qualifying the employees' ability (stood along), qualifying the achievement (great achievement), stating the employees' positive trait (confidence and experience), and classifying the act (major milestone). These are linguistic choices generally employed by managers and these linguistic choices indicate second order politeness. The linguistic features which are section of second order politeness are governed by first order politeness. In corporate sector, reward highly productive employees, instil the sense of competition among peers, stimulate the desire to be a valued employee and create an inclusive work environment are the social order which influence the first order politeness or common-sense notion of managers' politeness which in turn is reflected in their choice of second order politeness. From the above analysis it is evident that appraisal analysis is one of the key sources to understand the first and second order of politeness.

5.3.2.6. Hedges and Boosters Analysis

In appreciation emails and moves, hedges and boosters are used by managers to increase or decrease the intensity or confidence of their appreciation or feeling. In the following sections use of hedges and boosters are discussed in detail.

5.3.2.6.1. Boosters in Appreciation Move

Boosters are used to express the level of confidence and assertive tone in the communication. In the appreciation move there are quite a few boosters used; they are presented in the following tables.

Table 5.18. Boosters in appreciation move (Women Data)

S. No	Boosters	Lexis/Modal Verb
1)	<Associate Name> you <u>need</u> a special THANKS.	Modal verb (Medium)
2)	NFT team (Associates Name....) <u>needs</u> a very BIG KUDOS which was a key milestone.	Modal verb (Medium)
3)	<Manager Name> <u>needs</u> a special appreciation who stood along with us.	Modal verb (Medium)
4)	I am <u>sure</u> your experience in this field would help our team to grow further.	Lexis

Table 5.19. Boosters in appreciation move (Men Data)

S. No	Boosters	Lexis/Modal verb
1.	Great teamwork <u>made</u> us to achieve the milestone.	Lexis
2.	I <u>must</u> say you are the star.	Modal verb (High)
3.	You <u>deserve</u> the recognition and responsibility of the new position.	Lexis
4.	I am <u>sure</u> you can make that happen.	Lexis
5.	Has <u>demonstrated</u> extraordinary commitment.	Lexis

In Tables 5.18. and 5.19., women and men managers have used modal verbs and lexical verbs to boost their appreciation to their team associates and team. From Table 5.18., women managers have used more modal verbs compared to men managers. This specific

use of modal verbs highlights their mental state and mood that they have in their team. For example, use of boosters like ‘need and sure’ exhibit the assertiveness and positivity the manager has over their team whereas men managers have used lexical verbs more compared to women managers. For example, in Table 5.19. men managers have used expressions like, ‘must, deserve, demonstrate, sure, made’ to exhibit the level of confidence they have over their associates and team. The use of these lexical and modal boosters creates a positive impact on the team member and increase the confidence of their team. Both women and men managers have used a greater extent of boosters in appreciation move. The use of boosters has a strategic function in email communication. It would help the managers to gain confidence of his or her team members through positive motivation.

5.3.2.6.2. Hedges in Appreciation Move

The use of hedges expresses a ‘doubtful and less powerful tone’ in an interaction. In appreciation move the managers have used hedges on one occasion, they will be discussed in the following section.

Table 5.20. Hedges in appreciation moves (Men Data)

S. No	Hedges	Lexis/Modal Verb
1.	I <u>think</u> <Team lead name> is a better candidate for being onsite.	Lexis

Hedges are used to convey the sense of uncertainty in the talk. Managers have not used hedges in appreciation move to show that their appreciation is genuine. There has been

only one instance where a manager expressing appreciation for an individual uses a hedge. Probably the use of hedges is to let other members of the team not feel disheartened that they have not been chosen. In general, from Table 5.20 only one-man manager has hedges in appreciation moves. The use of few ‘hedges’ in this move signifies assertive nature of appreciation with less hedging and uncertainty in their claim. In these examples, managers have used a lexical hedge. ‘I think’ is an example to highlight low intensity hedging. These linguistic cues are used to express the uncertainty in the information provided. The use of hedges and booster analysis is an important source to understand the attitude of the managers in appreciation move. Overall, both the managers have more boosters and hardly any hedges in this move to sound more assertive and confident in the claim (appreciation) they make in this move. In the following section, spoken discourse markers used in this move will be discussed in detail.

5.3.2.7. *Overview of appreciation move*

In the appreciation move, it can be inferred that managers employ a subjective stance to express their appreciation of the employees. The subjective stance in this context has to be understood from the managerial power position which allows her or him to comment on the performance, functioning and ability of the team members in the context of internal email communication. The nature of the internal email communication genres allows the managers to express their opinions, points, arguments, enthusiasm, appreciation, disappointment, criticism, and warnings through different attitude markers. The subjective stance does not indicate the managers cannot provide a balance perspective of the performance, functionality, and ability of the team members. Through attitudinal analysis of the appreciation email function, it could be inferred that Indian managers do not hide

their emotions, attitude, and inclination when they intend to appreciate their team members for their achievements. The use of evaluative statements, explicit appreciation and attitudinal markers in internal email communication is common to the managers because of the power position held by the managers. From the metafunctional and appraisal analysis, it can be inferred that Indian managers use a subjective stance to express their overt appreciation to their team members.

5.4. Systemic Functional Linguistic Analysis of Thanking Move

Thanking move is one of the major moves of appreciation emails. Thanking move has a specific politeness function in managerial appreciation email communication. In this study, it is observed that thanking moves are widely used by Indian managers in their email communication. When a manager appreciates their team or an individual for his/her/their work and effort, they also thank the person or team for the efforts and the results achieved. Thanking move can be used in different contexts for different purposes, especially for encouraging and acknowledging the commitment, effort, support rendered for the team to achieve success. Presence of this move is identified by the linguistic cues like ‘thank you, thanks, many thanks, special thanks and thanks a lot’. In most emails these linguistic cues were present in the initial position of the thanking move in appreciation email function. These linguistic cues highlight different attitudes of the manager. These attitudes expressed in thanking move are analysed from all three metafunctional perspectives and appraisal tools of interpersonal metafunction. The following section discusses different ways of thanking and the position of thanking move in appreciation email function. In addition, it also highlights the difference between men and women managers’ use and position of ‘thanking’ in appreciation email exhibits their attitude as well.

In the below Tables 5.21 and 5.22, analysis of transitivity, mood element, theme-rheme elements and the presence of non-verbal elements in thanking moves are presented. This analysis will help in the macro level understanding of thanking move from the operation of power and politeness.

Table 5.21. Clause Analysis: Thanking move in Appreciation Email (Women)

S. No	Email	Mood (Interpersonal)	Processes (Ideational)	Marked/unmarked (Textual)	Non-verbal
1	<u>(I) Thanks (you)</u> for all your support and extended time during the weekends to enable our team to cross this milestone.	Declarative	Verbal	Marked	No
2	<Associate Name>, (I convey) <u>Special thanks</u> to you for your guidance and support.	Declarative	Verbal	Marked	No
3	<u>(I) Thank you</u> <Project Manager Name>, // <u>you had</u> been a great mentor and guide for us all through the difficult times we went through.	Declarative	Verbal + Relational	marked	No
4	<u>(I) Thank you ALL</u> , // Wishing you the very best for your future deliveries.	Declarative	Verbal	marked	No
5	<u>(I) Thanks (you)</u> for your support beyond your duty to help <Tech architect's name.> to fix the issue in production.	Declarative	Verbal	marked	No
6	<u>(I) Thank you</u> very much for meeting with me yesterday regarding my current project.	Declarative	Verbal	marked	No
7	<u>(I) Thank you</u> very much.	Declarative	Verbal	marked	No
8	<u>Thanks</u> team lead.	Minor Clause	Verbal	marked	No

9	(I) Thanks (you) for your confirmation and completing the project on time.	Declarative	Verbal	marked	No
10	(I) Thank you, your support on time // when we were under crisis was commendable.	Declarative	Verbal/ relational	marked	No
11	(I) Thanks (you) for helping with the icon thing and all the other stuff.	Declarative	Verbal	marked	No
12	(I) Thanks (you) for your work.	Declarative	Verbal	marked	No
Key symbols: // - indicates the clause division <u>Underline</u> - indicates the theme of the clause Bold – indicates the mood in the clause					

Table 5.22. Clause Analysis: Thanking Move in Appreciation Email (Men)

S. No	Email	Mood (Interpersonal)	Processes (Ideational)	Marked/ Unmarked (Textual)	Non-verbal
1	(I) Thanks (you) for your help in making this happen, finally after all the hurdles.	Declarative	Verbal	Marked	No
2	<u>Dear <Associate Name></u> - (I) Thanks (you) for all your help and guidance to team.	Declarative	Verbal	marked	No
3	(I) Thanks to each and every individuals for the extended support for the past few months.	Declarative	Verbal	Marked	No

4	<u>Many thanks</u> (to you) for your amazing support to make <Project Name> operational today (as planned 1.5 years back)!	Declarative	Verbal	Marked	Yes
5	(I) <u>Thank you</u> for the prompt response.	Declarative	Verbal	Marked	No
6	We would like to thank you for making this interactive & sharing your experience with them.	Declarative	Mental	Unmarked	No
7	<u>Thanks a lot</u> for your continued support with spot on presentation on our requirement!!!	Declarative	Verbal	marked	No
8	(I) Thanks (you)once again.	Declarative	Verbal	marked	No
Key symbols: // - indicates the clause division <u>Underline</u> - indicates the theme of the clause Bold – indicates the mood in the clause					

From Tables 5.21. and 5.22., it can be understood that the declarative clause is exclusively used in all thanking moves. Use of declarative clauses in thanking move has a special effect to convey the information and to give their opinion. In thanking move both women and men managers have used extensive declarative clauses to exhibit their opinion about their associates and team effort, commitment, and work. In this move, both the managers express their appreciation and happiness by expressing their gratitude to the team by thanking them. The major function of this move is to thank and express their gratitude to team members. As this move is a part of thanking and gratitude giving, managers have maintained a positive tone throughout this move to make the associates and team to be happy for their work and support. This positive tone set by the manager will help in developing a positive work environment within the team and organisation. These emails have a personal style because managers were addressed personally in many cases in the internal email communication.

In thanking move both women and men managers have used extensive verbal processes. The managers take on the role of speaker and only in a few cases, the target or the receiver 'you' is mentioned. This shows that the managers focus is more on themselves and their function and role as manager rather than the team member in most cases. This confirms the institutional status of the managers. It is also noticed from the tables 5.21 and 5.22 that men managers use less of thanking move than women managers. Also, although both managers use less of thank you (with receiver) and more of thanks (without the 'you'), it can be noticed that women managers relatively use more of thank you phrases than men managers. Women managers seem more genuine in expressing their gratitude by mentioning the 'you' and giving due importance to the receiver. The use of 'thank you' in

the beginning of the move signifies the vocal tone by both the managers. The use of 'verbal processes' in thanking move implies the managers' style and adaptation of interactive tone in their appreciation. Thanking move expresses the managers' gratitude towards carrying out their work and appreciating with a positive tone throughout this move. Analysis of the thanking move in the above tables will be discussed and interpreted from the politeness and power perspective in the following sections. The focus will be exclusively on the subject position analysis and appraisal analysis. These two-analysis tools help in identifying the interactive nature of the subject and the attitude of both the managers. The analyses of subject positions will aid in understanding the operation of power and usage of politeness in the appreciation move.

5.4.1. Clause Level Analysis

In Table, 5.21 and 5.22, both the managers have used 'thanks' in the subject position in most instances. Use of thanks has been presented differently by both the managers. For example, women managers have used 'thanks, special thanks, thank you, thank you all, cheers' as their subject position in this thanking move. Similarly, men managers have used, 'thanks, many thanks, thank you, thanks a lot,', as a linguistic choice in the subject position. In formal communication, 'I thank you' is more formal, in contrast to 'thank you and thanks'. But in this context, both the managers have used 'thanks and thank you' to a greater extent. In the thanking move, mostly the subject 'I' is hidden in expressions like, 'thanks and thank you' it can be inferred as 'I thank you'. Though 'thanks' is an accepted usage it will be more formal to use 'I thank you'. These expressions highlight the interpersonal relationship the manager has with the associates and team. In this move, 'thanks' is highlighted by making it a theme in most instances to exhibit gratitude towards

the team for their commitment, effort for the success of the team and organisation. Through this analysis it can be implied that managers explicitly state their gratitude towards the team. This explicit thanking strategy is to establish good rapport and to present themselves as effective managers. These linguistic choices are part of the managerial style used by both men and women managers to be effective in their role. The use of 'thanks' as the subject position is part of corporate social order. In corporate work environment, managers have to make their team effective, inclusive, and productive. To make that happen, both the managers have strategically used 'thanks' as the subject position to express their gratitude for their work and commitment. Even in thanking move, it is the corporate social order which determines the second order politeness.

5.4.2. Word Level SFL Analysis – Appraisal Analysis

Appraisal analysis helps in identifying the attitude of the writer or speaker. In this study appraisal analysis is important to understand the attitude of the manager in their email communication. This appraisal analysis can be classified into three categories: 1) affect (expressing feelings and emotions), 2) judgement (character) and 3) appreciation (evaluation of thing). In thanking move, both the managers have used all three appraisal categories. The following section will discuss the thanking move appraisal analysis in detail.

In this thanking move, managers thank or acknowledge the effort and the initiative taken by an individual in the team or the whole team. These thanking moves can differ according to the situation or context from 'thanks, special thanks, many thanks'. As mentioned earlier, these appraisal analysis helps in identifying the attitude of the writer. In the following section appraisal analysis for thanking move is carried out.

Table 5.23. Appraisal analysis for thanking move

<u>Affect</u> <u>Women:</u> • Cheers have a happy and blissful weekend (Happiness) • I am surprised to have you hear in our team (Happiness) <u>Men:</u> • No Sample
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The appraisal analysis Table 5.23 highlights the gratitude of the manager by expressing their feelings on their associates' work and effort. In this section, the feelings and emotions of the managers are evident using the linguistic cues like, 'Cheers, happy and blissful, and Surprised'. Mostly, women managers have used affect in expressing their feelings and emotions to their team. This shows that men managers do not express their feelings and emotions directly to their associates. In the next section, judgement used by both the managers in thanking move will be discussed with examples.

In thanking move the managers have not used judgement. In the next section we will look at the use of the appreciation elements in thanking move.

Table 5.24. Appreciation elements in thanking move (Women & Men data)

Appreciation - Women • (I) Thanks (you) for all your support and extended time during the weekends to enable our team to cross this milestone. • <Associate Name>, (I convey) Special thanks to you for your guidance and support. • (I) Thanks (you) for your confirmation and completing the project on time. • (I) Thank you, your support on time // when we were under crisis was commendable. • Appreciation - Men • (I) Thanks to each and every individuals for the extended support for the past few months. • Many thanks (to you) for your amazing support to make <Project Name> operational today (as planned 1.5 years back)! • (I) <u>Thank you</u> for the prompt response.
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Appreciation analysis in thanking move exhibits the manager's direct appreciation to the effort of the team and individual members. Woman manager has used 'your support and extended time, your guidance, and your confirmation' these are the few samples from the data which highlights the women manager's appreciation. Similarly, men managers have used expressions like 'extended support, your amazing support and prompt response' all these examples exhibit manager's appreciation to the team for their effort to make the team successful.

The lexical choices made by managers to thank or to show their gratification for the efforts of the employees reflect the attitude (extended support, amazing support, and prompt response) and current state of mind or emotion of the managers. In these expressions, managers have expressed their direct appreciation to the team for their support, effort, and response. Lexis is one of the major sources employed by managers to operate their relative status and to build their rapport with the team members and the team. Manager has used explicit thanking strategies to express their gratitude to both individual and team members. In these expressions thanking was foregrounded and by making it the theme of the sentences. From the above analysis it is evident that appraisal analysis is one of the key sources to understand the first and second order of politeness in thanking move. In the 'word level appraisal analysis' for the appreciation email function, there are differences in terms of moves. In the appreciation move the managers have emphasised their appreciation more for the people and praised their efforts whereas in thanking move the focus of appreciation or gratitude is more on the work done rather than the people. This is one of the key differences between the appreciation and thanking move as visible from the appraisal analysis of the appreciation emails.

From the clause and word level analysis of thanking move it can be inferred that thanking move plays a major role in the operation of politeness and power in appreciation email. Thanking move from a politeness perspective indicates the explicit acknowledgement for their deeds and expresses the feeling of gratitude. From the perspective of power, thanking move is an important tool to operate the relative status. In addition, lexis also contributes to the construction of power and politeness. In brief, thanking move has a special role in the construction of appreciation email function.

5.5. Direct Appeal Moves

In appreciation email function, direct appeal is one of the minor moves identified from the data. Using direct appeal move is one of the managerial strategic communication. By using direct appeal move, managers use ‘please and let us’ to showcase their relative status and to maintain an inclusive tone while ordering or directing information to their team or to individual team members. Similarly, in certain instances, they also try to exert their institutional status by positioning ‘I’ in the subject. These are evident in the below given Table 5.25 (Clause Level – please), in table 5.26 (Clause Level – let us).

5.5.1 Clause Analysis – Imperative Clauses - Please and Let us

Table 5.25. Clause Analysis – Imperative Clauses - Please and Let us (Women Data)

<u>Women Data</u>
Please feel free to contact me in case you have any questions.
Please check all the details provided and feel free to contact the organisers for further queries.
Let us work as a team and grow as a team!
Let us meet tomorrow in my cabin.

Table 5.26. Clause Analysis – Imperative Clauses - Please and Let us (Men Data)

<u>Men Data</u>
Please do let us know once you hear from the client.
Please join me in wishing both Raju and Manish the best of luck. We are getting ready for the next wave.
Let us all now focus to have seamless, issue free Operations.

In this move, there are instances both the managers have tried to maintain a positive tone and use ‘please and let us’ in the thematic position. This move falls under appreciation email function, so the manager has maintained a positive and inclusive tone by using ‘please and let us’ as the theme of the clause. Both women and men managers have used ‘please and let us’ in subject position when they indirectly commend their team in a formal appreciation tone. Generally, when the managers appeal to their team to work in a certain

direction this would create negative politeness. To avoid such an instance both the managers have used ‘let us’ in certain instances to maintain inclusive tone and to build rapport within the team. This is evident from the Tables 5.25 and 5.26.

Use of ‘please and let us’ by both men and women managers exhibit their relative status to bring unity to the team. In all these expressions a manager is trying to direct the team or individual of the team to a certain target or work to get it done. Through this, the manager is trying to inculcate and instil politeness and positivity in the team or towards individual team members. This move is employed by managers to seek information, ‘please do let us know once you hear from the client’. In this example the managers politely direct the course of action or to render support when the team or individual is needed. Use of direct appeal using inclusive tone indicates the operation of positive politeness in the email communication.

5.5.2. Clause analysis - If clauses

Table 5.27. Clause analysis - If clauses (Women Data)

<u>Women Data:</u> If you want me or any of our committee members to talk to them regarding their requirement on the event data we can make arrangement based on the available slots. If you have any doubt on any issue feel free to discuss in advance

Table 5.28. Clause analysis - If clauses (Men Data)

<u>Men Data</u> If you have any further questions or would like to discuss any individual concerns, please don’t hesitate to set up a call with me.
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In this move, there are also instances where both women and men managers have used 'If' as in the subject to show their soft power and to make the teamwork focused. For example, 'if you want me, if you have any doubt, and if you have any further questions' highlight the managerial power to instruct the team to respond in case, they have doubts. This shows the operation of managerial soft power in this move. It is also used to indirectly direct the reader to achieve the goal, which leads to the success of the organisation.

Overall, direct appeal move in appreciation email function has maintained and used their relative status to maintain team inclusivity and team positive tone. There are also instances where operation of soft power is also evident. This is applicable only in this email function, and this may differ in other email functions. In the following section, another minor move, 'background move', will be discussed briefly.

5.6. Background and Elaboration Move

In appreciation email function, background and elaboration moves are used to emphasise the rationale and background for appreciation and thanking. This is considered as a supplementary move because it gives additional information to the appreciation function. Background move is used by men and women managers in their appreciation functional email.

5.6.1. Clause Analysis – I and We

Table 5.29. Clause Analysis – I and We (Women Data)

Women
I just heard from the client that they were happy with the page layout.
I have recommended you for one family pass to spend some good time with your family.
However, I spoke to <Organisation committee> member today and she said they did not reach a conclusion yet.
Yes, we have passed the NFT and moving the Application to Production on <Date>.
We did not really get a chance to speak after your previous mail

Table 5.30. Clause Analysis – I and We (Men Data)

Men
I spoke with <Director> yesterday and I understand that he has spoken to you all about his decision to take up a position with the quality analysis team in Bangalore.
I will provide more clarity on next steps for the team in the coming days/weeks.
I strongly recommend review for the following people.
We had lot of ups and downs during all the phases of the <Application Name> migration.

In the above tables, managers have used ‘I’ as subject position in most instances. This indicates they speak from a position of power and authority from the subject position or subjective perception for their appreciation. ‘I just heard from the client that, I have recommended you for one family pass, I spoke with director yesterday and I understand that’, in these instances, both the managers have given background for what they have

discussed before or what they will discuss later. This is one of the important communicative strategies by the manager to educate the associates and team about their appreciation and give justification for their claim, statement, and opinions. In other instances, they have used inclusive ‘we’ as the theme to highlight the inclusive tone in the team. ‘We did not really get a chance’, ‘we had lots of ups and downs’ using these examples it is evident that the manager is trying to give background or elaboration. The strategic use of inclusive ‘we’ helps the team to get involved with the team inclusive tone in reaching the organisational goal. In the next section, spoken discourse features and non-verbal elements in appreciation email function will be discussed in detail to identify the characteristic feature of Indian managerial email communication and their linguistic and non-linguistic usage of power and politeness in managerial email communication in Indian IT workplace.

5.7. Spoken Discourse Markers in Email Communication

Email communication is predominantly written communication. In the analysis of appreciation email, it is noticed that in Indian IT companies’ managers frequently use spoken style to communicate their appreciation and other information. The spoken style in email communication can be inferred through three linguistic features: they are 1) vocatives, 2) imperative sentences and 3) spoken discourse markers. These linguistic strategies are used to include the receiver as part of the discussion and to have personal attention of the receiver.

5.7.1. Use of Vocatives

Table 5.31. Use of Vocatives (Women Data)

Women Vocatives	
1)	<u><Associate Name></u> you need a special <i>THANKS</i>
2)	NFT team (Associates Name....) needs a very <i>BIG KUDOS</i>
3)	<i>WELL DONE</i> <Associate Name>!

Table 5.32. Use of Vocatives (Men Data)

Men Vocatives	
1)	<u><Name of the team lead – Man></u> , He had started leading a team at just 2 years of experience.
2)	<u><Name of the team lead – Man></u> , He started leading a team just before completing 2 years of experience.

Use of vocatives is a spoken discourse feature. Vocatives are part of the interpersonal function and also fall under interpersonal theme. Vocative is a common feature in spoken discourse. It is generally used to draw attention or to indicate the speaker to whom the statement or question is addressed. This feature of spoken discourse is employed in email communication with the intention to provide special attention to an individual. Both men and women managers have used vocatives (proper names) “Name of the team lead” to highlight those associates and address them specifically in the group internal emails. In addition to its functional use, the use of vocatives also indicates the power asymmetry in email communication because vocatives are usually employed by the managers to address a specific team member, but it is usually not used by the team members to address the managers. In appreciation email, vocatives are an important linguistic feature employed by managers to assert their institutional status and to build rapport with the team. The use of vocatives can signal both positive and negative politeness to the reader. In this context, in

appreciation emails vocatives express more positive politeness and help the team members feel appreciated when they are made the spotlight in the emails for their effort and commitment. In this study, use of vocatives is a sign of first order politeness which is determined by the corporate social order and that has impacted their linguistic usage (second order politeness).

5.7.2. Use of Imperative Sentences

In general, it is known that imperative sentences are used to issue orders or make requests. These sentences are more common in spoken communication than in written communication. The tables below show the use of imperative sentences in appreciation move.

Table 5.33. Request and Order (Women Data)

Women: Please feel free to contact me in case you have any question (Request) (You) Keep motivating the team by your work (order)

Table 5.34. Request and Order (Men Data)

Men: (You) make it up to your potential and do it. (order) (You) Don't get it wrong and don't focus on this one issue (order)

In the appreciation analysis, managers use imperative sentences to convey appreciation emphatically. In Table 5.33, women managers appeal to the team more emphatically requesting the team to ask for help when needed. In Table 5.34, men managers are urging

the team member to match the potential and commanding their associate to carry it out without mistake in a more authoritative tone. Though imperative sentences are more common in spoken communication, yet, in Indian IT workplace managers have used quite a few spoken features in their email communication. Moreover, it is an important linguistic resource to exhibit their institutional status of the manager by exhibiting their power position in email communication.

5.7.3. Spoken Discourse Elements

Managers have used informal spoken discourse markers in internal email communication. These spoken features are used to convey their point more effectively, forcefully, and directly to the concerned team member. Few instances of these spoken discourse markers are presented in tables below.

Table 5.35. Spoken Discourse Elements (Women Data)

Women Spoken features You guys did a great job in guiding the entire team with all their queries. Without saying it was proven, yes, we had a team with high level of enthusiasm, spirit, and dedication
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Table 5.36. Spoken Discourse Elements (Men Data)

Men Spoken Features I must say you all are the Stars of <relationship Name> team!! (You) make it up to your potential and do it.

From Table 5.35 and 5.36, it can be inferred that informal spoken discourse features are used in the appreciation move in certain instances. For example, women managers have used certain spoken phrases, such as ‘you guys did... and without saying it was proven,

yes.’, which indicate the informal relation between manager and her team. Similarly, men managers have used expressions like, ‘I must say and make it up to your potential’ which are used to intensify the appreciation for their team members. In addition, spoken discourse markers can also indicate the kind of rapport the manager is trying to establish with the team members. These spoken discourse markers are strategically employed by the managers for two purposes: i) the use of these words gives them a sense of proximity (subject position ‘I’ and ‘You’, and without saying it was proven) and ii) indicate the soft power over their team members (Make it up to your potential). By employing spoken discourse markers managers can simultaneously indicate the positive politeness and exhibit commanding tone through their institutional status.

Analysing the above three spoken features is important to understand how managers use these linguistic resources strategically to convey their appreciation, rapport building through interpersonal resources.

5.8. Mechanics of Non-Verbal Elements in Appreciation Email Function

In general, non-verbal elements are more associated with spoken communication. Earlier, in written communication it is believed that there are no non-verbal elements. But later researchers have considered the use of mechanics such as, ‘capital letter, font size, font colour, emoticons, etc. as part of non-verbal elements in written communication. In appreciation managerial email communication, the presence of non-verbal elements is markedly significant. An analysis of these features and their significance in conveying appreciation is discussed in the following section.

5.8.1. Use of ALL CAPS

In written communication the use of capital letters has specific implication and significance. In general, capital letters are used when the writer wants to specify important information/idea. Especially in formal communicative mediums like email, use of capital letters throughout is considered inappropriate. However, in the appreciation emails, there are instances of capital letter usage which have special implications. The following capital letter expressions serve the purpose of highlighting the message in the appreciation email “SUPER STAR, THANKS, ALL THE VERY BEST, PAT ON YOUR BACK!!” etc.

These strategic choices of mechanics are made to gain the attention and accentuate appreciation of the associates. These expressions help in bringing out positive response from the associates. These extra efforts by the managers to acknowledge the associate with special reference would help the team to be more motivated and productive.

5.8.2. Use of Exclamation Mark

Exclamation marks are used to exhibit strong feelings in general, such as great surprise or joy. In the appreciation emails, both men and women managers at different instances have used the exclamation marks, at times in a sequence to highlight their appreciation, surprise, or happiness about the work done by the team or individual, which is evident from the below table 5.37 and 5.38 for both women and men managers, respectively.

Table 5.37. Use of Exclamation Mark (Women Data)

Women Manager
1) Pat on your back!!
2) Well done <Associate Name>!

Table 5.38. Use of Exclamation Mark (Men Data)

Men Manager
1) It's a big day for <Company Name><Customer Name> relationship!!
2) Your amazing deal, enthusiasm, dedication, and hard work has made this happen!!
3) I must say you all are the Stars of <relationship Name> team!!

5.8.3. Use of Emoticons

Emoticons are one of the most common non-verbal elements used in modern digital communication platforms. Use of emoticons highlights the emotions or the mind-set of the writer/manager in a single image. In this appreciation move, one of the managers has used a happiness and cheer-up emoticon. These emotions are used to build a positive work environment and build rapport among the team. Emoticon use can be considered as a politeness strategy to build rapport in the team and create a positive work environment.

5.8.4. Font Colour

Font size and colour is another non-verbal aspect in written communication. The use of different coloured font highlights the significance of the information. In the appreciation move one of the men managers has used different font colour to highlight the organisational objective/motto, "**We win with team not individuals**". Through this non-verbal feature, the manager is highlighting the motto of the organisation and maintaining the inclusive tone between the employees and the management. This inclusive tone makes the employee work more closely for the development of the organisation. This feature is considered as a politeness marker to make the team inclusive and unified.

In the corporate workspace, managers and employees are constantly under pressure to put in their best efforts. In this context, managers' use of non-verbal elements to highlight their positive appreciation helps convey the message effectively so that the employees get motivated. These non-verbal features are used as an important strategy by the managers to exercise their politeness, team building and rapport with the team.

5.9. Power, Politeness and Gender Difference in Appreciation Email Communication

In the above sections the functions of appreciation email moves (appreciation, thanking, direct appeal and background moves) are analysed using clause and word level analysis. The linguistic features of each move and organisation of each move are discussed in detail. All these analyses are carried out to understand the operation of politeness, power, and gender difference in appreciation email communication holistically. In the below section, the overall use of Power, politeness, and gender in appreciation email will be discussed more comprehensively.

5.9.1. Power

The above analysis of appreciation email function using Systemic Functional Analysis (SFL) clearly depicts that both women and men managers have used institutional status and relative status flexibly based on the context and situation. In the following sections, power in each move is discussed.

In the appreciation move, the managers chose the subject 'I' ('I know'), 'you' (you did), personal name (<associate name> did a good work) to acknowledge and appreciate the

efforts of the team and individuals. The pragmatic meaning expressed by strategic use of 'I' is very important for the managerial communication. Similarly, there are instances where both the managers have used 'You' as the mood element to convey their appreciation. This subject position 'you' highlights the power relation the managers have over their team by referring to them directly. This explicit reference to the team members is a way of asserting the managerial power and authority over their team members for example, 'You had done a fine job at the project <project name>'. In this example, the manager appreciates the effort of an individual team member; this mood element also reflects the manager's power over the team in total.

In this move, the use of 'I' in the subject position, obviously exclusive and clearly exhibits the authoritative tone of the manager over the team. The managers assert the efforts of the team from their position of power. This marks the manager's power play in appreciation move. Direct use of 'I' as a subject indicates the operation of hierarchical power or institutional status by the manager. These expressions indicate the managerial power position in appreciation move. Though the institutional status was used to express appreciation of the efforts and contribution in completing the work. Individual members and teams were given credit for the effort and support. In certain instances, the managers have used relative status to inculcate the team spirit (It is time to push your boundaries), collective sense of achievement and inclusive tone (we have done a good job).

In thanking move both women and men managers have used extensive verbal processes. The managers take on the role of speaker subject 'I' and only in a few cases, the target, or the receiver 'you' is mentioned. This shows that the managers' focus is more on themselves and their function and role as manager rather than the team member in most

cases. This confirms the institutional status of the managers. From the general perspective of power, thanking move could be an important tool to operate the relative status. In addition, lexis also contributes to the construction of power and politeness. In brief, thanking move has a special role in the construction of the appreciation email function.

In direct appeal move, use of ‘please and let us’ by both men and women managers exhibits their relative status to bring unity to the team. In all these expressions a manager is trying to direct the team or the individual to a certain target or work to be done. Through this, the manager is trying to inculcate and instil politeness and positivity in the team or individual team members. This move is employed by managers to seek information, ‘please do let us know once you hear from the client’. In this example the manager politely directs the course of action. Use of direct appeal using inclusive tone indicates the operation of positive politeness in the email communication.

In this move, there are also instances where both women and men managers have used ‘If’ in the subject to show their soft power and to make the teamwork more focused. For example, ‘if you want me, if you have any doubt, and if you have any further questions’ highlight the managerial power. This shows the operation of soft power. It is also used to indirectly direct the reader to achieve the goal, which leads to the success of the organisation. Overall, direct appeal move in appreciation email function has maintained and used the relative status to maintain team inclusivity and positivity. There are also instances where operation of soft power is evident.

From the analysis of moves in appreciation email both men and women managers use both institutional status and relative status according to the context and situation. In an

appreciation email, they may sometimes use their institutional status or hierarchal power(in appreciation and thanking move) to make sure that individuals get credit for their work through strategies like acknowledgement and appreciation. Mostly they use their relative status emphasizing the team spirit, collective sense of achievement and inclusive tone (in appreciation, direct appeal and background information moves) which discursively construct the relative status of power in the email communication. By using relevant linguistic strategies managers employ mostly their relative status in appreciation emails and also their institutional status to indirectly have control over the team synergy and performance.

5.9.2 Politeness

The above analysis of appreciation email function using Systemic Functional Analysis (SFL) explicitly highlights that corporate social order defines the first order and second order politeness in managerial internal email communication in Indian IT workplace. This analysis was carried move by move. In the following sections, politeness in each move is discussed.

In appreciation move, the use of different subjects implies that ‘corporate social order’ influences the decision of the managers more than ‘community social order’. Managers’ first order politeness is majorly influenced by the corporate norms and culture. This phenomenon gets reflected in their second order politeness using subject ‘We’ to maintain inclusive, positive work environment. The use of ‘we’ in the subject is also predominant in appreciation move. This use of inclusive ‘we’ foregrounds the oneness of the team- the manager and team associates. This mood element is used to build interpersonal relations with the team. For example, women manager has used this sentence ‘we had a team with

high level of motivation' to motivate the team. From politeness perspective, this use of inclusive tone signals the positive relation the manager expresses about the team and builds motivation and create oneness among them. This is part of second order politeness, where the corporate social order impacts the linguistic choices made by the manager to be inclusive.

In the appreciation move, it can be inferred that managers employ a subjective stance to express their appreciation of the employees. The subjective stance in this context has to be understood from the managerial power position which allows her or him to comment on the performance, functioning and ability of the team members in the context of internal email communication. The nature of the internal email communication genre allows the managers to express their opinions, points, arguments, enthusiasm, appreciation, disappointment, criticism, and warnings through different attitude markers. The subjective stance indicates that the managers provide a balanced perspective of the performance, functionality, and ability of the team members. Through attitudinal analysis of the appreciation email function, it could be inferred that Indian managers do not hide their emotions, attitude, and inclination when they intend to appreciate their team members for their achievements. The use of evaluative statements, explicit appreciation and attitudinal markers in internal email communication is common because of the power position held by the managers. From the metafunctional and appraisal analysis, it can be inferred that Indian managers use a subjective stance to express their overt appreciation to their team members.

Lexis is one of the major sources employed by managers to build rapport with the team members. This is done by qualifying the manager's emotion (special thanks), qualifying

the employees' ability (stood along), qualifying the achievement (great achievement), stating the employees' positive traits (confidence and experience), and classifying the act (major milestone). These are linguistic choices generally employed by managers and these linguistic choices indicate second order politeness. The linguistic features which are part of second order politeness are governed by first order politeness. In corporate sector, reward for highly productive employees instils a sense of competition among peers, stimulates the desire to be a valued employee and creates an inclusive work environment. Thus the social order influences the first order politeness or common-sense notion of managers' politeness which in turn is reflected in their choice of second order politeness.

The use of lexis and boosters creates a positive impact on the team member and increases the confidence of the team. Both women and men managers have used a greater extent of boosters in the appreciation move. The use of boosters has a strategic function in email communication. It would help the managers gain confidence of the team members through positive motivation.

The major function of thanking move is to thank and express their gratitude to the team members. As this move is a part of thanking or expressing gratitude, managers have maintained a positive tone throughout this move to make the associates or team happy. This positive tone set by the manager will help in developing a positive work environment within the team and organisation. Thanking move expresses the managers' gratitude towards carrying out their work and appreciating with a positive tone throughout this move.

In this move, 'thanks' is highlighted by making it a theme in most instances to exhibit gratitude towards the team for their commitment, effort, and success of the team. Through this analysis it can be clearly noted that managers explicitly state their gratitude towards the team. This explicit thanking strategy is to establish good rapport and to present themselves as effective managers. These linguistic choices are part of the managerial style used by both men and women managers to be effective in their role. The use of 'thanks' as the subject position is part of corporate social order. In corporate work environment, managers have to make their team effective, inclusive, and productive. To make that happen, the managers have strategically used 'thanks' as the subject position to express their gratitude for their work and commitment. Even in thanking move, it is the corporate social order which determines the second order politeness.

In the appreciation move the managers have emphasised their appreciation more for the people and praised their efforts whereas in thanking move the focus of appreciation or gratitude is more on the work done rather than the people. This is one of the key differences between the appreciation and thanking move as visible from the appraisal analysis of the appreciation emails. Thanking move from a politeness perspective indicates the explicit acknowledgement for their work and expresses the feeling of gratitude.

The use of spoken elements in appreciation email function is used as a strategic linguistic resource to convey appreciation and to build rapport. In appreciation email, vocatives are an important linguistic feature employed by managers to assert their institutional status and to build rapport with the team. The use of vocatives can signal both positive and negative politeness to the reader. In this context, in appreciation emails vocatives express more positive politeness and help the team members feel appreciated when they are made the

spotlight in the emails for their effort and commitment. In this study, use of vocatives is a sign of first order politeness which is determined by the corporate social order and that has impacted their linguistic usage (second order politeness).

In addition, use of non-verbal elements to highlight their positive appreciation helps convey the message effectively so that the employees get motivated. These non-verbal features are used as an important strategy by the managers to exercise their politeness, team building and rapport with the team.

The appreciation email function data analysis reveals that corporate social order plays a major role in defining the common-sense notion of politeness in IT workspace.

Community social order does not have a predominant influence as corporate social order in the IT email communication. In brief, corporate social order majorly shapes the first order politeness in IT sector internal email communication. For example, In Indian IT email communication, both men and women managers' try to highlight their adherence to corporate social order and at the same time they try to subdue their community social order knowledge to the background to be successful managers in the IT workspace.

The corporate social order is governed by concepts such as instant gratification, creating a competitive workplace environment, encouraging the employees to break the traditional hierarchy in addressing people, making people accountable for the work and so on. Above mentioned features are a part of the first order politeness practiced in IT companies. This first order politeness (common sense notion of politeness) gets reflected in the following linguistic features employed in appreciation emails.

Second order politeness

- Positioning of thanking move – ‘Thanks’ as theme
- Manager’s direct appeal – ‘Please’ as theme
- Adopting inclusive tone in the appreciation of their team members by the use of inclusive ‘we’
- Generous appreciation of team members effort and teamwork
- Nonverbal elements – Bold letters, emoticons, and font colours

This list shows how first order politeness is operated through above linguistic features. In the following section, the gender differences in managerial email communication in IT workplace will be discussed.

5.9.3. Gender

In appreciation email, both men and women managers used similar linguistic strategies to appreciate their team and individuals. There is no conspicuous difference in the way men and women employ the linguistic features. This is probably because both men and women managers try to be better managers by inculcating the values of corporate social order. In this data, there is no significant difference in the way the language is used by men and women managers in the appreciation email communication. In the next chapter criticism email function will be analysed in detail from all three meta functional analysis.

CHAPTER – VI

DATA ANALYSIS - CRITICISM EMAIL FUNCTION

6.1. Introduction

In the previous chapter, analysis of appreciation email function was discussed in detail. Analysis was carried using move analysis and Systemic Functional Linguistics' (SFL) metafunctional tools. These tools helped in identifying the macro and micro linguistic features which help in the understanding of the operation of power and usage of politeness in managerial email communication in the Indian IT workplace. In this chapter, criticism email function will be analysed using the same analytical frameworks and tools.

In workplace communication, managers have to use different communicative and linguistic strategies to make the organisation function effectively. Criticism email function is one of the common functions in workplace email communication. This email function is determined by the communicative context and situation in which it is sent by the manager. In this chapter, criticism emails will be analysed using move analysis and Systemic Functional Linguistics tools to understand the operation of power, politeness, and gender difference in this email function. In the below sections, criticism email functions will be discussed in detail using the analysis tools mentioned above. In the following section, criticism email function and its moves will be discussed in detail.

In this chapter, criticism email function is analysed and presented in four sections—A, B, and C. In section A, the major moves and minor moves are identified from criticism email

function and each move functions are elaborated and discussed in detail. In section B, the metafunctional analysis and appraisal analysis of the major moves—criticism move, and reprimand move - in relation to operation of power and politeness have been discussed in detail. In section C, special reference to operation of power, politeness and gender in criticism emails are discussed in detail which are identified in this chapter.

6.2. Functions of Criticism Email and Its Move Structure

In this section, criticism email function will be discussed in detail based on its function in workplace communication. Understanding the significance of criticism email communication and its function is important. Later, different moves identified in the criticism email function will be discussed in detail with examples.

6.2.1. Function of Criticism Email

Workplace email communication is diverse and dynamic; it has different purpose and functions. In workplace communication, providing feedback is one of the common functions that can be both positive and negative or direct and indirect. Criticism emails are used at different instances in workplace communication to make the team or employees to work goal oriented and when they miss out on deadlines. Though this email function is considered as negative feedback it has positive impact in workplace communication to make the team focused on their goal and execution. This email function is used to improve the productivity, identify the problems, keep the employees and team in track, directing the team to be focused and it serves few other productive functions as well. In certain contexts, manager needs to be authoritative to make the individual employee or team focused and goal-driven; in such situations, it is necessary for managers to use criticism email function.

In the below section few functions of criticism email are discussed. In this section, different moves in criticism email functions are discussed: criticism, reprimand, and direct appeal are the major moves identified and background move as minor move will be discussed in detail in section A.

Example 6.1: (Manager [W]) Dear <Team Associate>, I am emphasising for more than a year on the Deployment of <Company Name> standard <Technical Term> model. Also, I have given you one sample <Technical Term> model for reference. Please deploy the <Technical Term> models for <Application Name 1> and <Application Name 2> as early as possible, plan it to complete today or tomorrow. Dear <Technical Associate>, I would like to seek your attention here. Hope you are aware of multiple reminders I have sent on this. Please get this done so that we are not falling defaulter for this quarter. Thanks, <Team Lead Name>
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Table 6.1. Sample email from Criticism Email data

In the above example, a woman team lead has criticised a man associate for not adhering to the protocol of the organisation. Even after series of reminders the associate, who is a man, fails to follow the protocol. So, the team lead has directed the associate to follow the organisational rules. In addition, she has also highlighted a similar issue with technical associate and directed him to complete the project on time and send it across. This

individual criticism in group emails is an alert to the other team members not to repeat similar mistakes in future. This criticism function will direct the teamwork towards their organisational goal, focused and to achieve their task on time.

6.2.2. Composition of Criticism Email

In general, email communication has multiple functions; these functions are determined by the context and situation in which it is sent. In this section, moves identified in criticism emails are discussed. These moves can be classified as major move and minor move. In criticism email function, four frequently used moves are identified they are: criticism, reprimand, direct appeal, background move. Among these, there are two major moves and two minor moves identified based on the function of the move in the criticism email function. Criticism and reprimand are the major moves and direct appeal, and background are the minor moves identified in criticism email function. The function of major move holds the core function of the email and minor move has the supplementary function which supports the major move. These moves are categorised using genre theory (Swales, 1990; Bhatia, 1993) and individually analysed using SFL framework (Halliday, 2004). This email function and moves are primarily governed by the different contextual and situational factors. In the following section, identified move and its functions in criticism email function are explained with separate examples.

6.2.2.1. Criticism Move

Criticism move is one of the frequently used moves in workplace email communication by both men and women managers. In this move, both men and women managers try to foreground their disappointment/disagreement and provide feedback to their team and

individuals. This move highlights the issue and problem committed by the employees within the team/project. Though this move affects manager's positive face but in long run it will improve the productivity and objective of the organisation. This move mostly uses traditional 'hierarchical power', but the modern workplace expects the manager to use the hierarchical or institutional power in a subtler manner. These direct uses of power will indirectly make the teamwork in a goal-oriented way. Criticism move can be organised and drafted differently based on the managerial style. In the following sections, an example of this move is being discussed in detail.

Example 6.2: (Manager [W])

"I am emphasising for more than a year on the Deployment of <Company Name> standard <Technical Term> model."

Example 6.3: (Manager [M])

"I'm very very disappointed with attitude of the team and for all the projects we are continuously defaulting on the timelines".

Table 6.2. Move analysis of criticism email

In the above two examples, both men and women managers have criticised the attitude/action of the team. The women manager has emphasised that her team should follow certain standard/quality in the project, but the associate failed to do it; that had created the problem, so the manager criticises the associate for not following her suggestions. In the second example, the manager is more direct in expressing his criticism and disappointment. The effort and attitude of the associate in his team was not encouraging, so the manager gets disappointed and criticises using language structure such as 'very very disappointed with the defaulting timelines'. These examples show that both men and women managers were clear about the outcome of the team and when it is not

reached by their associate, they get disappointed and criticise them. Through these expressions, managers have used her hierarchical power more evidently by using ‘I’ as the subject position. This criticism and disagreement happen spontaneously when their end goal is not achieved by the team associates or team. In the next section, reprimand move will be discussed with examples.

6.2.2.2. Reprimand Move

In reprimand move manager orders and warns the team more directly. This move is used when the team or individual has not progressed towards the expected direction or committed continuous mistakes even after suggestions. This move is used to show the manager’s reprimand towards the team and individual. These reprimands are mostly a face threatening act (Brown & Levinson, 1987) but it helps in reaching positive result. Providing positive feedback might not always give productive result so in certain contexts managers are forced to use reprimand moves for better results in the organisation. These reprimands can be identified using different linguistic cues that have been discussed in detail in the below section.

Example 6.4: (Manager [W])
“The whole project got derailed because of you. So, stop hiding now and own up!”
Example 6.5: (Manager [M])
“Pls keep in mind that you are also section of the <Application Name> support team working from onsite”.

Table 6.3. Move analysis of reprimands in criticism email

The above two examples highlight the explicit reprimand by the manager towards their team. In the first instance, the woman manager highlights the problem and cautions the individual who commits the mistake. And in the second example, manager (man) cautions and warns a team associate for not being involved in the teamwork and for not taking responsibility in the project. In general, IT companies do not encourage and support the use of hierarchical power evidently because of its negative impact on the team. When the situations go beyond their control or when the team needs immediate attention managers expected to use their hierarchical power. This shows their disapproval to make the team and employees understand the situation and to make the team to be more productive and proactive in their future deliverables. In the following section, another major move ‘direct appeal’ will be discussed with relevant example.

6.2.2.3. *Direct Appeal Move*

Direct appeal move is used to express direct order, wishes, request and sometimes command to their team members or team. In this criticism email function, the manager uses direct appeal to exhibit their power and command to direct the team towards achieving the organisational goals. Mostly like the earlier moves, this move also exhibits the hierarchical power the manager holds by commanding or ordering the team to work in a particular way and direction. In workplace, there will be various instances where a manager uses this move to help the team progress. These can be observed from the below given examples.

Example 6.6: (Manager [W])

“Please deploy the <Technical Term> models for <Application Name 1> and <Application Name 2> as early as possible, plan it to complete today or tomorrow”.

Example 6.7: (Manager [M])

“Can I please ask you to take the below up with the team and respond back to me latest tomorrow?”

Table 6.4. Move analysis of direct appeals

In both the examples, it is evident that both managers are commanding the team to finish the work as early as possible. In the first instance, the manager has indirectly ordered the team to complete it early. In the second example, the manager asks an associate to discuss with the team to respond and complete the project at the earliest. In both these examples, the use of ‘please’ express the managers disappointment over their team does not connotates the normal meaning. These examples show how both man and woman managers are directing the team to work in certain direction so that they will not fall short of time in completing their project. These expressions are quite common in workplace communication and used at various instances. In the next section, background move will be discussed with examples.

6.2.2.4. Background and Elaboration Move

Background move is a common move that is used in the most email function. In this study this move is used as a minor move. This move generally is used as a supplementary or support function to the major moves and provide rationale for the major email function. In this move, manager elaborates his/her standpoint and their perspective for criticism,

reprimand, order, and disagreement to their team. This can be evident from the below examples.

Example 6.8: (Manager [W]) “Today in the exerciser roadmap call (meeting), I came to know that the work on Samson FP is not critical and his help on Veda project is being considered”. Example 6.9: (Manager [M]) “Remaining applications, I understand team has some knowledge and at least they have some confidence level”.

Table 6.5. Move analysis of background and elaboration

In the above two examples managers have elaborated and given background for the reader to understand the primary function of the email. This supplementary move tries to highlight, orient, and give rationale for the reader to understand why the manager has criticised or reprimanded the team. In the first example, the manager gives the background information about their work, and in the second example, the manager orients the team about their prior knowledge and their potential in completing their project. In specific, this move is used to make the team member understand the major move without any misunderstanding/misconception about their managers’ criticism, reprimand, or direct appeal.

In the following section B, analyses of the four moves identified in criticism email function has been analysed using three metafunctional tools and appraisal analysis will be discussed in detail. This analysis is carried out to understand the usage of politeness, operation of power and the gender differences between men and women managers email

communication. These SFL metafunctional tools will help in mapping the micro linguistic features to the macro email functions.

6.3. Systemic Functional Linguistic Analysis of Criticism Email Function – Criticism Move

In this section, the criticism email function has been analysed using the systemic functional linguistics (SFL) analysis framework. SFL analysis will help in understanding the micro and macro linguistic features that shape the criticism move. In the following sections, major moves in criticism email function (criticism move, reprimand move, and direct appeal move) will be analysed using ideational, interpersonal, and textual metafunctions. In addition, appraisal analysis (word level analysis) will also be carried for the overall understanding of criticism move. These analyses are carried out for major moves in the above-mentioned order to understand the operation of power and usage of politeness in managerial email communication.

In workplace communication, criticism is an integral part of managerial communication. This move is used by the managers to give feedback/ discontent to their team/individual members. This is an important managerial email function that protects the organisational goal and makes the team productive; criticism becomes essential to reach the organisational goal, especially, when a team is not working in the right direction.

Analysing the linguistic resources employed in this move is essential to understand the attitude of the managers and the managerial style used by both men and women managers. In this pursuit, managers have employed different linguistic resources to help their team become more efficient using direct criticism move. This analysis would aim to look at the

different politeness strategies, power relations (institutional status and relative status) in managerial email communication.

6.3.1. Metafunctional Analysis

In this section, major moves in criticism email functions will be analysed using both clause level and word level SFL analysis. Clause level analysis is carried out using ideational analysis (transitivity), interpersonal analysis (mood element), and textual analysis (theme-rheme) in the major moves (criticism, reprimand, and direct appeal). Ideational metafunction is used to highlight the ‘experiential meaning’ in a text. The experiential meaning is analysed through ‘transitivity tool’. Interpersonal metafunction is used to understand the ‘interpersonal meaning’ through which ‘power relation’ between interlocutors can be inferred. Interpersonal meaning is analysed using ‘mood analysis’. Textual metafunction is used to understand the ‘textual meaning’. This helps in identifying the ‘thematic structure, cohesiveness and coherence structure’ in a text (Halliday, 2004). Textual meaning is studied through ‘theme-rheme analysis’. To carry out the word-level analysis, ‘appraisal analysis’ is used to identify the linguistic systems and subsystems in criticism email major moves. These analytical tools are used to understand the operation of power and politeness in the criticism email function.

In the following section, criticism move is analysed using all the three metafunction tools like ‘processes’ (ideational), ‘mood analyses (interpersonal), and ‘theme-rheme’ (textual). Later, word level analysis is also carried out using an appraisal system to understand the attitude of managers in the internal email communication.

The below Tables 6.6 and 6.7 display the analysis of transitivity, mood, theme, and the non-verbal elements in the criticism move. This will help in the macro level understanding of appreciation move from the operation of power and politeness.

Table 6.6. Women Manager Clause Level Analysis for Criticism Moves in Criticism Email Function

S. No	Email (Criticism Move)	Mood (Interpersonal)	Processes (Ideational)	Marked/ Unmarked (Textual)	Non-Verbal
1	We could not send the WSR last week// <u>just because</u> there was huge delay from each of you in sending the details as well// there are consistent gaps in providing the incremental information.	Declarative	Material/ Relational/ Relational	Unmarked/ Marked/ Unmarked	No
2	This is not fair, // <u>what is the objective of the test should be</u> known to the Testing team and (it) cannot be discussed over the email. pls.	Declarative/ Imperative	Relational/ Relational	Unmarked	No
3	I am emphasising for more than a year on the Deployment of <Company Name> standard <Technical Term> model.	Declarative	Verbal	Unmarked	No
4	<u>Hope you are</u> aware of multiple reminders // I have sent on this. // Please get this done // <u>so that we are</u> not falling defaulter for this quarter.	Declarative/ Imperative/ Declarative	Relational/ Material/ Material/ Relational	Marked / Unmarked / Unmarked / Marked	No

5	It is noted that for one or more days of this month, // you have less than 100% combined assignment(s) across all projects or // you do not have assignment(s) in any project.	Declarative/ Declarative/ Declarative	Relational/ Relational/ Relational	Unmarked	No
6	I am also forwarding a chain of mails to you which shows // how many times the copy has been written over since your first response and returned to the square one draft.	Declarative	Material/ Relational	Unmarked / Unmarked	No
7	(I'm) Waiting for your response to submit my weekly report to senior manager, // let me wait till evening and // I will send my report without much delay.	Declarative/ Imperative/ Declarative	Material/material/ material	Marked / Marked / Unmarked	No
8	We have made a conscious effort to keep him <associate 01> away from other verification work to enable Samson Flow. // Now if he is to do some verification work, // our project on Samsung will be in bay, // as you know we don't have an alternative to carry out Samsung project.	Declarative	Material/ Relational/ Relational	Unmarked / marked	No
9	I wanted to talk to you regarding this before even going into a call with <manager> or anybody else? // (It) Looks like the work on Samsung is being de-prioritized.	Interrogative/ Declarative	Verbal/ Relational	Unmarked /Marked	No

10	Irrespective of whether u code has immediate need or not, // <associate 01 - man> has to be trained on ucode. // That's the agreement we had and senior manager knows that.	Declarative/ Imperative	Relational/ Relational/	Marked /Unmarked	No
11	We hired <new recruit> for ucode and // we need to be open about it.	Declarative	Material/ Material	Unmarked /Unmarked	No
12	I don't think rebalancing will help when the core issue is that // we are running at 200% utilization and <technical team> at 80% efficiency.	Declarative	Mental/ Relational	Unmarked / Unmarked	No
13	It is difficult to balance, so let me escalate this issue.	Imperative	Relational	Unmarked	No
14	<u>So, I can tell</u> the person (client) who is itching to promote his article on the site, // <u>that he's</u> free to do so.	Declarative	Verbal/ Relational	Marked / Unmarked	No
15	<u>If you think</u> it is pretty hopeless (will take hours), then just do the restore. // I'm okay with it. // I can probably remember what I did	Imperative	Relational/ Relational/ Mental	Marked / Unmarked	No

Key Symbols:

// – indicates the clause division

Underline– indicates the theme of the clause.

Bold – indicates the mood in the clause

Table 6.7. Men's Clause Level Analysis for Criticism Moves in Criticism Email Function

S. No	Email (Criticism Move)	Mood (Interpersonal)	Processes (Ideational)	Marked / Unmarked (Textual)	Non-Verbal
1	We are really getting nervous and // we feel like being blind.	Declarative	Relational/Mental	Unmarked	No
2	I'm very very disappointed with attitude of the team and // for all the projects we are continuously defaulting on the timelines.	Declarative	Relational/Material	Unmarked / Marked	No
3	The commitment was given //and every-time changing a milestone cannot be tolerated.	Declarative	Relational/Material	Unmarked/marked	No
4	What has caused this change //and how do you expect <team head name and QA Name> to communicate this without any specific reason?	Interrogative	Material/Mental	Unmarked/marked	No
5	Not sure, / why such simple issues need endless follow-ups for closure?	Imperative	Material	Marked	No
6	We old< Application Name > team have taken over the L3 support for <Application Name> officially// and you guys are still doing the shadowing for a month until we catch-up.	Declarative	Material/Material	Marked / Unmarked	No
7	I am aware // what is going on among you all, /which is not good for us.	Declarative	Relational/Material Relational	Unmarked	No

8	<u>(you) relook</u> at it before committing to client// <u>unless we are</u> confident about the activities	Imperative	Material / Relational	Marked	No
8	<u>I don't agree</u> with most of the clauses in that doc.	Declarative	Mental	Unmarked	No
9	<u>If these require</u> the users to be signed in, // <u>then this will</u> not be apt for our team // <u>because as you know we had</u> similar issue with previous server.	Declarative	Material/ Relational/Relational	Marked / Marked	No
10	<u>I think /I can</u> only look at this next week, // <u>if it is</u> not solved by then. // <u>But by then deadline for the project</u> will be over, Sooo.....	Declarative	Mental/ Material/Relational	Unmarked / Marked / marked	Yes
11	<u>Why(is)</u> the change in plan?	Interrogative	Relational	Unmarked	No
12	<u>I don't understand</u> /how the MC_RTL is running.	Declarative/Interrogative	Mental/material	Unmarked	No
13	<u>When import</u> was not working, // <u>when I was</u> in your position, // <u>I personally got</u> involved and suggested options.	Declarative	Material/ relational/material and verbal	Marked /marked/ Unmarked	No
14	<u>But now, I never heard</u> about your involvement that for a week.	Declarative	Mental	Marked	No
15	<u>I am</u> not asking for a new import.	Declarative	verbal	Unmarked	No

16	(I) Thanks, if the day-to-day sheet is ready of last month // <u>then why</u> we didn't got ping or reply to the mail. // <u>If people have</u> done section // <u>why we can't see</u> Growth & execution of work?	Declarative/ Interrogative Declarative/ Interrogative	Relational/ Material/ Relational/ Mental	Marked / Marked / Marked/Marked	No
17	<u>I too request</u> / we need all pending projects should be closed by this month & // we have ppl to develop the work.	Declarative/Imperative/ declarative	verbal/Material / Relational	Marked / Unmarked	No
18	Office timing is not being followed by most of the team members even after multiple reminders and warnings.	Declarative	Material	Unmarked	No

Key Symbols:

// – indicates the clause division

Underline – indicates the theme of the clause.

Bold – indicates the mood in the clause

6.3.2. Clause Level Analysis Using SFL Metafunctions

In this section, criticism move will be analysed using all three metafunctional tools. These moves are classified into three different subjects 'I, we, and you'. Clause level analysis will help in the understanding of criticism move better from power, politeness, and gender perspective.

6.3.2.1. Clause Analysis - I

From the below Tables 6.8 and 6.9 it can be inferred that subject 'I' is used very often in criticism moves. Clause 'I' is used in different contexts to express the managers attitude, tone, and relationship to their team. Few instances of clause 'I' are analysed from all three metafunctional aspects, in the following sections.

Ideational, interpersonal, and textual metafunctional tools help to identify the experiential meaning and external realities which are present in the text. This analysis uses (Halliday, 2004) 'transitivity, mood and theme analyses as a tool to recognise the meaning in the text.

Table 6.8. Clause Analyse – I of Women data

Women data

I	don't	think	rebalancing will help	
Theme	Rheme			
Mood		Residue		
Senser	Mental		Phenomenon	
I	am	also forwarding a chain of mails to you which shows		
Theme	Rheme			
Mood		Residue		
Carrier	Relational		Attribute	
So	I	can	tell	the person who is itching to promote his article on the site
Textual theme	Theme	Rheme		
	Mood		Residue	
	Sayer	Verbal		Verbiage

Table 6.9. Clause Analyse – I of Men data

Men data

I	am	very very disappointed	with attitude of the team and for all the projects
Theme	Rheme		
Mood		Residue	
Carrier	Relational		Attribute
I	am	aware	what is going on among you all which is not good for us
Theme	Rheme		
Mood		Residue	
Carrier	Relational		Attribute
I	don't	agree	with most of the clauses in that doc
Theme	Rheme		
Mood		Residue	
Senser	Mental		Phenomenon

From the above tables it may be noted that men managers have used mental, relational, and verbal processes while women managers have used material, verbal and mental ‘processes’ to express their criticism in subject position ‘I’. Examples in the table highlight that men managers have used quite a few mental and relational processes with ‘I’. They take the role of Sensor, Carrier and Sayer as well. They express what they think/feel and their own reactions to a situation. Women managers, on the other hand, used more material and verbal processes taking on the role of an actor and sayer. Interestingly, Women managers are more in control by expressing exactly what they are doing (‘I will send, I’m forwarding’) or suggesting ‘I can tell,’.

Woman managers have used ‘didn’t think’ as a mental process, to express her mental positioning and disapproval towards a work; ‘am emphasising’ to exhibit her discontent towards their team for not completing the work. Similarly, men managers have used ‘am aware’, and ‘didn’t agree’ to exhibit their experiential disapproval towards their team and ‘am very very disappointed’ to exhibit the disappointment of the manager over their teammates about their work and effort towards the team goal. In the criticism move, use of exclusive ‘I’ in the subject position clearly exhibits the authoritative tone (“I’m aware, I am emphasising, I’m very very disappointed”) used by the managers over their team. Both the managers assert their hierarchical power in slightly different ways using ‘I’ in the subject position. This shows the authority managers have over the team and the way they express their criticism. In the following section, interpersonal relation between managers and teams will be discussed.

Interpersonal metafunction analysis helps in identifying the tenor and power relation among the interlocutors between managers and team members. Interpersonal analysis is

carried out using ‘mood elements’ for criticism move. From the above tables, it can be inferred that managers have used subject ‘I’ as the mood element to state their disagreement, criticism, and reprimand to the team members directly. The use of ‘I’ in criticism move clearly indicate the authoritative voice provided by the manager in the mood element. In the ‘residue’ both the managers have placed the actual criticism. This direct criticism in subject position ‘I’ in mood element and actual criticism at the later part marks the communicative strategies of both the managers. For example, women managers have used: ‘I don’t think, I am emphasising, and I can tell’. Similarly, men managers have used: ‘I am very very disappointed, I am aware, and I don’t agree’ to express their direct criticism. Based on these examples it is also clear that men managers criticisms are more direct and sharper in their criticism compared to the women manager based on their linguistic choice. Based on the analysis, both the managers have used their institutional power over their team directly by placing ‘I’ in the mood element and followed by the actual criticism. Also notice the polarity in the following: ‘don’t think, don’t agree, don’t understand, I am not asking, I never heard’. The criticism move shows more frequent occurrences of negative polarity. This gives us a glimpse of the attitude of the managers while criticizing the team members.

Finally, in the textual metafunction, the managers have used ‘I’ as one of the themes of the criticism move. Both the managers have used marked as well as unmarked themes to a greater extent in criticism move to express their disappointment to the team. Use of marked themes expresses the direct criticism to the team, this will be discussed in the later part of the section. In the following section (6.3.2.4.3), unmarked themes will be discussed for criticism move in detail, unmarked themes are normal way of criticizing the team. For

example, both the managers have used 'I' the theme to express their criticism to their team. From the politeness perspective, the use of explicit criticisms like 'I don't agree, I am very very disappointed, and I don't think' employed by managers to exhibit their institutional power to their team. In the following section, subject position 'we' will be analysed using all three metafunctional analysis.

6.3.2.2. *Clause Analysis – We*

From the below tables 6.10 and 6.11 it can be noticed that the subject 'we' is used less frequently than 'I' in managerial email communication by both men and women managers. 'We' in the subject position in criticism move exhibits the manager's inclusive tone in addressing the team's/team member's delay in work or criticism. Few instances of subject 'we' are analysed from all three metafunctional in the following sections.

Table 6.10. Clause Analysis – We of women data

Women data

We	could not send	the WSR last week	just because there was huge delay from each of you in sending the details
Theme	Rheme		
Mood		Residue	
Actor	Material	Goal	Circumstance

We	are	running
Theme	Rheme	
Mood		Residue
Carrier	Relational	Attribute

We	hired	<new recruit> for ucode
Theme	Rheme	
Mood		Residue
Actor	Material	Goal

Table 6.11. Clause Analysis – We of Men data

Men Data		
We	are	really getting nervous
Theme	Rheme	
Mood	Residue	
Carrier	Relational	Attribute

We	are continuously defaulting	on the timeliness
Theme	Rheme	
Mood		Residue
Actor	Material	Goal

We	had	Similar	issue with previous server
Theme	Rheme		
Mood		Residue	
Carrier	Relational	Attribute	

We	are informed	that this is not ready yet
Theme	Rheme	
Mood		Residue
Receiver	verbal	Verbiage

From the above tables, both the managers have expressed their criticism using different language styles and structure. In this section, experiential meaning of clauses with subject position ‘we’ will be discussed. Both Women and men managers are using material and relational processes to a greater extent in criticism move. Women managers have used ‘could not send and hired’ as the experiential element meaning to criticism. Similarly, men managers have used expressions like, ‘are continuously defaulting, had similar, and are informed’ express their criticism to the team by sharing collective responsibility. From the examples, it is evident that both the managers have used ‘material and relational processes’ with the subject position ‘we’. This shows that managers do take accountability for the mistakes by the team. This can be viewed as managers’ inclusive attitude to accept the

failure of the team or a member of the team as their own failure and not as an individual's mistake. This use of inclusive 'we' in criticism move has a special function by including the managers themselves as responsible for the failure or delay in completing the task. It also palliates the sharpness of criticism and makes the defaulter slightly less guilty. However, it must be noted that managers have used 'we' only in a few instances, perhaps with caution in taking up the shared accountability. This language style helps the managers to make the team to work more proactively.

Regarding the interpersonal metafunction, the use of subject 'we' in the mood element is an inclusive politeness strategy used by both the managers in criticism move. The finite elements used by both managers have expressed their criticism in this move and subject position. For example, women managers have used, 'could not send, hired, are running' and men managers have used, 'really, continuously, and informed' all these finite elements used by both the managers expresses their direct disappointment in criticism move. Though they have used an inclusive tone 'we' in the beginning of the move yet the criticism for the delayed submission is clearly expressed. This move exhibits the manager's execution of interpersonal power they have over their team by expressing inclusive tone as well as criticism in this move. Both men and women managers have used similar subject positional choices in the 'we' clauses. This linguistic choice exhibits the second order politeness by both the managers. The corporate social order impacts the linguistic choice as to be 'inclusive as well as direct' in criticising the team for their mistakes.

From the textual metafunctional perspective, both men and women managers have employed 'we' as the theme of the clauses. Managers have used 'we' as an unmarked

theme. Use of inclusive 'we' in criticism move would help the team to build oneness in the team and to build the team synergy even when they could not give their best effort for delay in submission of their work. Both the managers have foregrounded the inclusive tone and have expressed their criticism in the theme. The managers have used the inclusive tone in the theme and foregrounded joint responsibility and then expressed the criticism of the lapses in the later part of the clause. This style of criticism is sometimes part of managerial style in making the team bind and bring out the best work from them. In this process, managers use their interpersonal power or relative status in making the team realise their mistakes and to work better.

From the above two subject position analysis (I, and we), it can be clearly observed that these subject positions are strategically structured to convey specific information to the team or individuals. Managers choose the subject position in each move depending on the context and degree of criticism to be employed in each instance. This choice of subject position has direct relation to the operation of power and politeness in managerial email communication. Managers mostly used the subject position 'I' in criticism moves where they felt it is necessary to express their opinion about the performance of the team or individual or express the disagreement on certain issues. The use of subject position 'I' in criticism move is largely used to send the message of displeasure with focus on what the manager senses or feels about the issue. Through this process manager establishes his/her power position and tries to set the team to be goal oriented and to reach success. On the contrary, managers use 'we' as subject positions in criticism move to ease the criticism by making everyone accountable for a certain act. In the use of 'we', managers avoid completely pessimistic tone even when conveying their criticism. This use of 'we' is more

likely to reduce the friction within the team members and the objective of using inclusive 'we' is to make the team realise the error and reflect on how the issue could be solved. The use of criticism move has a strategic reason for managers, because of repeated defaulting nature or the reckless attitude of an individual which would impact the team's performance to avoid such situation managers use this move. From the above discussion, it could be seen how managers balance the use of subject positions 'I and We' to convey criticism in many ways. In the following section, overall explanations of criticism move from transitivity, mood and textual metafunction would be discussed in detail.

6.3.3. Overview of metafunctional analysis in Criticism move

In this section, the overview of criticism moves from all three metafunction perspectives will be discussed in detail. This overview will help in understanding how criticism move is constructed in clause level. Moreover, it elaborates the role of power, politeness, and gender, in criticism move.

6.3.3.1. *Transitivity Analysis*

From Tables 6.6 and 6.7 it can be inferred that managers mostly employed material, relational, mental, and verbal processes to express their criticism or disagreement with the team members. Majority of the clauses in the criticism move are material and relational processes.

The material processes indicate action and managers take on the roles of actors directing the action towards a goal. The mental process in this move is employed by managers to express the mental state or opinion about certain issues. For example, in Table 6.6, the manager uses mental process to voice his opinion by statning' I don't think rebalancing

help’; and in the last sentence in Section 6.6, the manager uses mental process to indicate to the team what he is clear of by stating ‘I can probably remember what I did’. In these examples, it can be observed that managers strategically use the mental process to voice their opinion or criticism about the happening within the team. The mental processes are employed by the managers to convey their criticism as manager’s internal feeling.

Throughout this process the manager does not point at any specific individual but at the same time, they convey the disagreement or criticism to the team.

Similarly, managers use relational and verbal processes to express their discontent to the team. This can be seen from the above examples—sentences second, third and fourth in Tables 6.6 and 6.7 highlight it. But by using relational processes managers directly criticise the team or an individual in the team. In brief, when managers intend to convey their criticism politely, they use mental processes to make the team members directly accountable; for mistakes, managers use relational processes and verbal processes to convey the criticism. In addition to material process, managers also use relational process in sentences to express the collective emotional state of the team. In this sentence manager also subtly warns the team by explicitly stating the emotional state of the team. Using a relational process in this context has the communicative purpose of making the teammates realise the problem and do the necessary course of correction. This use of relational process also is an example for second order politeness because managers don’t blame any member but state the problem clearly and expect a voluntary course correction from team members.

In criticism move, it is found that both women and men managers predominantly used relational, and material processes. Relational processes are mostly used to indicate the

action executed by two participants and to identify the attributes. These processes are largely used by both men and women managers to describe the delayed and late submission of the team and the power relation of the managers over their team. Use of relative processes in criticism move helps in identifying the power relation the managers have over their team. In criticism move managers also employed material processes to a great extent to express their direct and outward feeling of disappointment over their team performance. In this context both the men and women managers have used extensive material processes to express their direct criticism and feeling towards their team for delayed and late delivery of work. In these processes, the managers took the control over their team and directly criticised the team for their delayed work. In addition, men managers have used more mental processes than their counterparts in criticism move. This indicates that men managers have used mental processes to express their inward feeling towards the team for the delayed submission of work or any other disappointment with the team. The use of verbal processes is very less among both men and women managers. The use of these processes indicates the direct authority the manager has over their team and this also implies the managerial style of both men and women managers. This finding indicates that both managers own the team that is the reason they have used more relation process and expressed their criticism. This clearly indicates how the experiential meaning (ideational metafunction) help in the operation of the hierarchical power and polyarchy power in criticism move. This power construction through experiential meaning can be inferred from the women managers' preference for the use of mental processes. On the other hand, men managers use material processes because they try to describe and criticise the team members in more direct manner. This style difference in using the processes also reflects the thought processes of both men and women managers. Both the managers also

expressed their institutional power or authority using different processes. In brief, it can be stated that both the managers use processes to operate their power and politeness.

6.3.3.2. Mood Analysis

From the above analysis, declarative and imperative sentences are used more frequently and there are few instances of interrogative and exclamation sentences. Both the managers have used passive voice to criticise their team or individual. The use of passive voice is mostly used as a hedge in criticism move so that criticism is not so direct. This is a strategic choice by the manager to tone down their criticism. Taken together, these two tables (6.6 and 6.7) suggest both women and men managers use declarative clauses predominantly to convey their criticism. In few instances both the managers pose a question to seek clarification or to rhetorically state the problem or to express their reprimand.

From the analysis it can be analysed that there are few instances of interrogative sentences. Imperative sentences are used to order the team member to carry out certain tasks on time without delay. For example, in certain sentences managers explicitly order the team member to complete the task, submitting the deadline etcetera. The use of declarative sentences is also frequent to give direct criticism. In this move, managers have used fewer instances of interrogative sentences.

As a common feature in criticism email functions, both men and women managers have extensively used the mood element 'I' to assert their institutional power to convey the criticism to the team members. There is not any significant variation in the use of subject

position 'I' by both men and women managers. In general, the use of mood element 'I' is to exert their institution power to discipline the team members whenever it is required.

Similarly, in Tables 6.10 and 6.11 few instances of criticism move with 'we' as mood elements are analysed from interaction metafunction perspective. Managers' employ the use of 'we' as a subject for following purposes; they are 1) to project the delayed submission or mistake committed as an entire team's responsibility, 2) to strategically project that manager is also morally responsible for the delayed submission or mistake committed and 3) to indicate what has gone wrong. In most sentences, managers employ the mood element 'we' and material process to state the criticism and in some instances, managers offer solutions for the problem. In a criticism email, use of the mood element 'we' indicates the operation of interpersonal relation to subtly convey criticism to the team and it is intended to question the conscience of the employees. The use of 'We' in a criticism email can be considered as second order politeness because the entire team is made responsible, and no individual is named and shamed in this process of conveying the criticism. Both men and women managers irrespective of gender have extensively used 'we' as the subject position to express their collective responsibility in executing the work and mostly used material processes to convey the criticism. In brief, above examples indicate the range of communicative functions achieved by managers in email communication by using the subject position 'we'. In email communication, the use of subject position 'we' indicates the operation of relative status through coercive techniques and by building team identity. From politeness perspective, the use of 'we' signals the kind of relationship the manager is trying to build with his or her team members.

6.3.3.3. Theme -Rheme Analysis

The textual metafunction is understood using the theme-rheme analysis. The theme-rheme analysis helps in understanding the flow of information in the email communication. This analysis will also help in understanding how managers strategically structure their criticism by maintaining the corporate social order. In this below overview, the use of both marked and unmarked clauses in the construction of politeness and power are discussed in detail.

In this section theme analysis for the criticism email move will be discussed in detail by making frequent references to Tables 6.6 and 6.7 for both women and men managers, respectively. This analysis will help in the understanding of the flow of information through the psychological subject in email communication of managers. From Tables 6.6 and 6.7, it can be inferred that most of the sentences used were unmarked in conveying their criticism to their team and individuals. In general, the use of both marked and unmarked theme sentences has a special function on its own. In unmarked sentence construction, the subject position of the managers is mostly, 'I, we or name of a person or team' to convey their criticism. Mostly they have used 'I' as their subject position to highlight their hierarchical power and use 'we' to exhibit the inclusive tone. In the above tables (6.6 and 6.7) these unmarked themes were highlighted for both women and men managers.

There are quite a few marked theme constructions used by the managers to give special focus on certain aspects in their message in the criticism email move.

Table 6.12. Marked theme analysis of both Men and Women managers

<u>(I am)</u> <u>Waiting for</u> your response to submit my weekly report to senior manager, (Woman)
<u>(I)</u> <u>Hope</u> you are aware of multiple reminders I have sent on this. (Woman)
<u>If you think</u> it is pretty hopeless, than just do the restore (Woman)
<u>For all the projects</u> we are continuously defaulting on the timelines. (Man)
<u>But now,</u> I never heard about your involvement that for a week. (Man)
<u>Not sure</u> why such simple issue need endless follow-ups for closure (Man)

The above Table 6.12, underlined elements are marked themes by both men and women managers. In these expressions, both the managers have indicated their criticism for the delayed submission of tasks by their team and teams' lack of involvement in the project. In these examples, the manager has consciously used marked themes to highlight their delay (waiting for), to indicate the magnitude (For all the projects), expressing doubt (Hope) and lack of involvement (But now). In these marked themes manager has executed their hierarchical power as well as their interpersonal power to make the team to take the issue serious and expects to take concrete actions or implement behavioural change as response for their criticism. In the next section word level analysis of criticism move will be discussed.

6.3.4. Word Level SFL Analysis

In this section criticism move will be analysed using J. R. Martin's appraisal analysis tool. Appraisal analysis is part of word level analysis, it looks at words as a single independent unit to understand the attitude. In the previous section, clause level analysis was carried out using meta functional analysis. In this section, word/lexical level analysis will be carried out in the appreciation move to understand the attitude of the managers. Though there are three strands in appraisal system: attitude analysis, graduation, and engagement. This study specifically focuses on the attitude analysis to understand the interpersonal relation between managers.

6.3.4.1. Appraisal Analysis

Appraisal analysis helps in identifying the attitude of the writer or speaker. In this study, appraisal analysis is important to understand the attitude of the manager in their email communications. Appraisal analysis can be classified into three categories: 1) affect (expressing feelings and emotions), 2) judgement (character judgement) and 3) appreciation (evaluation of things). In criticism email analysis, both men and women managers have used all three appraisal tools in showing their reprimand and disagreement to their team and individual effort.

In criticism move, managers show their disagreement or reprimand towards an individual in the team and the whole team. Depending on the situation, context and need, they criticise the efforts of the team and individuals. In the below table, both team and individual criticism have been combined.

Table 6.13. Appraisal Analysis for Criticism Move (Women and Men)

- **Affect: Feelings**
 - 1) I am **emphasising for more than a year**, (W) (Anger)
 - 2) Hope you are aware of **multiple reminders** (W) (Anger)
 - 3) I **don't think rebalancing will help** (W) (Sadness)
 - 4) I'm **very very disappointed** with attitude of the team (M) (Dissatisfaction)
 - 5) The commitment was given and every-time **changing a milestone** cannot be tolerated. (M) (Angry)
 - 6) We are **really getting nervous** and we feel like **being blind** (M) (Angry)
- **Judgement: Character**
 - 1) Please get this done so that we are **not falling defaulter** for this quarter (W) (Tenacity)
 - 2) So, I can tell the person (client) who is **itching to promote** his article (W) (Immoral)
 - 3) We are **continuously defaulting** on the timelines. (M) (Capacity)
 - 4) You guys are **still doing the shadowing** for a month until we catch-up. (M) (Dishonesty)
- **Appreciation: Things**
 - 1) We could not send the WSR last week just because there was **huge delay** (Tenacity) from each of you in sending the details as well there is **consistent gaps** (W) (Tenacity)
 - 2) There was huge delay from each of you in sending the details as well there is consistent gaps in providing the **incremental information**. (W) (Composition)
 - 3) Looks like the work on Samson is **being de-prioritized** (W) (Valuation)
 - 4) Office timing is not being followed by most of the team members even after **multiple reminders and warnings**. (M)
 - 5) We need all **pending projects should be closed** by this month, (M) (Reaction)

In the above Table 6.13, the appraisal analyses for both the genders are carried out for criticism moves. It is clear that both the managers have employed all three appraisal tools (affect, judgement, and appreciation) to express their criticism. Appraisal analysis helps in identifying the attitude of the manager using their strategic linguistic use.

In this move, managers employ affect tool to express their criticism by conveying their current state of mind or feeling. For examples, women managers have used expressions like ‘I am emphasising for more than a year, and I don’t think rebalancing will help’. Similarly, men managers have used expressions like, ‘I am very very disappointed with the attitude of the team, and we are really getting nervous, and we feel like being blind’. From these sentences, it can be observed that both the managers express their displeasure or criticism by the way of expressing their feelings. In these examples, managers express their feelings more evidently using the expressions like ‘emphasising, don’t think, very very disappointed and really getting nervous’. These words exhibit the managers’ emotional state of mind like sadness, anger, dissatisfaction and reprimand towards their team and individuals. Expressing criticism through personal feelings has been one of the strategies of both men and women managers. In the next section, character judgement in criticism email will be discussed in the following section.

Passing judgements about the employees work quality or action is one of the other key communicative tools used by managers to express their criticism. This is very evident in women managers expressions like ‘falling defaulters, itching to promote’; these usages exhibit the managers judgement about her team or individual as not being loyal. Similarly, men managers have used expressions like ‘continuously defaulting, still doing the shadowing’; these expressions suggest the managers judgement about the team’s capacity,

recklessness and being dishonest in their responsibility. It is evident that both the managers have used different linguistic strategies to express their judgement about their team and individuals in terms of their ability, capacity, and commitment towards their work. Mostly, these expressions are related to the employee's personality or individual ability in the team.

In addition to this, managers also describe things to indicate criticism. When both the managers criticise their team and individuals, they have used expressions like, 'huge delay, consistent gap, incremental information, multiple reminders and warning, and pending project should be closed'. Using these expressions managers have expressed their criticism for their ineffective work. These appraisal techniques are largely used in the context where managers did not want to hurt their team members. This appraisal tool is largely employed to indicate criticism in circumlocutory fashion.

All the three appraisals technique 1) affect, 2) judgement and 3) appreciation is used by both men and women managers to express their criticism. To sound little polite, managers employ subtle expressions. When managers intend to criticise the individuals or team directly, they use both affect and judgement technique. In criticism email communication, appraisal tools come handy for managers for enacting their strategic communication.

Managers have to be very critical to send a strong message to the individual or team but at the same time he or she has to be careful enough not to demoralize or it should not look like a baseless subjective criticism. In this context, managers effectively use the appraisal tools at their disposal to present their criticism directly and in a slightly toned-down fashion simultaneously in their email communication. Managers' power position allows them to criticise the employers but at the same time use elaboration moves to support or

contextualize their criticism. This process of criticising and contextualising indicates the operation of power in the criticism move. This process is majorly done by using appropriate appraisal strategies.

6.3.4.2 Hedges and Boosters

Hedges and boosters are one of the communicative strategies used by men and women managers in managerial email communication. These linguistic features highlight the confidence and attitude of the writer. In criticism e-mails, managers have used quite a few hedges and boosters to show the intensity of their criticism and attitude. In the following sections, use of boosters and hedges are discussed in detail.

Table 6.14: Boosters in Criticism Move (Women)

S. No	Boosters	Lexis/Modal Verb
1)	I am <u>emphasising</u> for <u>more than a year</u> on the Deployment of <Company Name> standard <Technical Term> model.	Lexis
2)	Please get this <u>done</u> so that we are not falling defaulter for this quarter.	Lexis
3)	We could not send the WSR last week / just because there was <u>huge delay</u> from each of you in sending the details.	Lexis
4)	Hope you are aware of <u>multiple reminders</u>	Lexis

Table 6.15: Boosters in Criticism Move (Men)

S. No	Boosters	Lexis/Modal Verb
1)	I am <u>aware</u> what is going on among you all, which is not good for us.	Lexis
2)	We are <u>really</u> getting nervous.	Lexis
	I am <u>very very disappointed</u> with attitude if the team.	Lexis
3)	Not sure why such simple issues need <u>endless follow ups for closure</u> .	
4)	You guys are <u>still doing the shadowing for a month</u> until we catch-up	Lexis

Tables 6.14 and 6.15 highlight (underline) the use of boosters as a communicative strategy in managerial email communication. These linguistic features can be identified using certain lexical features and modal auxiliary verbs to project the attitude of the writer. For example: women managers have used ‘I am emphasising, more than a year’, ‘get this done’, ‘huge delay and multiple reminders’—through these expressions’ women managers express their criticism or disagreement more emphatically. Similarly, men managers have used ‘I am aware, and we are really getting nervous’ ‘very very disappointed’ endless follow ups for closure and still doing the shadowing’ these expressions indicate the attitude of the managers towards the delay and late submission of tasks by the team and individuals. These linguistic boosters used by the managers emphasise, highlight, amplify their intended meaning and highlight the criticism of both the managers more outwardly. These communicative strategies help the managers to show their intensity and amplification in their attitude towards criticism. In the following table, hedges used in criticism move will be discussed in detail.

Table 6.16: Hedges in Criticism Move (Women)

S. No	Hedges	Lexis/Modal Verb
1)	We <u>could</u> not send the WSR last week just because there was huge delay.	Modal (Low),
2)	Now if he is to do <u>some verification</u> work, our project on Samsung will be in bay.	Lexis
3)	If you <u>think</u> it is pretty hopeless (will take hours), then just do the restore. I'm okay with it.	Lexis
4)	Looks like the work on Samson is being de-prioritized	Passive Form

Table 6.17: Hedges in Criticism Move (Men)

S. No	Hedges	Lexis/Modal Verb
1)	Also, I <u>think</u> that there was an attempt to ask the project team to establish.	Lexis, Lexis
2)	We <u>feel like</u> being blind.	Lexis
3)	I <u>think</u> I can only look at this next week.	Passive Form

The use of hedges conveys the sense of uncertainty in the message conveyed. Manager's use of hedges in criticism moves indicates more than uncertainty, the attempt to camouflage criticism of the manager in criticism move. For example, in Table 6.16, it is evident that women managers have used phrases like 'some verification, you think and can probably' and also, they have used few instances of modal auxiliary ("we could") to tone down the criticism. Likewise, men managers have also used expressions like 'I think and feel like' these linguistic cues suggest the doubtful tone of the criticism move by men managers. For example, from the above sentences 'can probably' and 'some verification', highlight the hesitation of criticism more subtly. In addition, there are few passive sentences from both genders to highlight their uncertainty in expressing their criticism. These passive sentence forms are also part of hedging to communicate their idea/message more subtly and with a doubtful tone. These expressions can be perceived as polite expressions because the manager has intentionally used these expressions to tone down the criticism and to have a soft tone. From politeness perspective, the manager has employed interpersonal resources and relative status to convey the criticism more suggestively not authoritatively, yet in a way that doesn't demoralise the team members.

6.3.4.3 Overview of Criticism Move

As discussed in earlier sections, it is evident that internal email communication comes under the classification of subjective stance. The managers mostly use the subjective stance to express their criticism and express their disappointments or dissatisfaction. The subjective stance has a crucial role to play in the internal email communication. Being in the leadership position, managers need to point out and communicate what she or he feels about certain issues in the works of the team. In criticism move it can be observed that

managers take an authoritative stance in pointing out the faults/errors of the team members but as seen in the appraisal analysis managers strategically try to tone down their criticism and wherever possible they continue to motivate the team. Overall, there are three stances in criticism move analysis: 1) questioning the work ethics of the employee, 2) expressing the dissent or disagreement with certain decisions or progress of work or happening, 3) statement with an intention to question the collective spirit of the team. These are the three stances which could be commonly observed in the criticism move in presenting the managers stance.

6.4 Systemic Functional Analysis of Reprimand Move

Reprimand is one of the common functions in criticism email. This move is strategically used by the managers in different instances such as to order the team or individual to be focused in their work or when they fail to meet the deadline or when they breach the organisational policy or in some other critical situations. Though this move affects the positive face of the manager it has positive outcomes in terms of reaching the organisational goal. This function is used by the manager not just to show their hierarchical power but to direct the team along with the organisation towards success. The difference between criticism and reprimand move is that this move tries to be more direct compared to criticism move. This move can be identified through different linguistic cues presented in the email. In the following section, reprimand move will be analysed in detail using transitivity, mood and theme analysis to understand the meaning at clause level and ‘appraisal analyses’ at the word level.

In the below tables 6.18 and 6.19, analysis of transitivity, mood, theme elements and the non-verbal elements in reprimand move is presented. This analysis will help in the macro level understanding of reprimand move from the operation of power and politeness and gender difference in reprimand move.

Table 6.18: Clause Analysis: Reprimand Moves in Criticism Email (Women)

Mood Analysis: **Bold** Theme Analysis: Underline // – indicates the clause division.

S. No	Email excerpts (Reprimand Move)	Mood (Interpersonal)	Transitivity Processes (Ideational)	Theme Marked/ Unmarked (Textual)	Non-verbal Elements
1	<u>Consistent mistakes</u> in providing your own updates about your own applications is not a good sign for your role and experience.	Declarative	Relational	Marked	No
2	Can you pls publish , <u>how long this plan is</u> valid? // It is only one month?	Interrogative/ Declarative	Material/ Relational/	Unmarked/ Marked	No/ Yes
3	It is noted // <u>that you are</u> not attending the scrum calls on daily basis // which is mandatory to attend and to give your daily updates to the team.	Declarative	Relational/ Material/ Relational	/Unmarked/Marked/ marked	No
4	The whole project got derailed because of you. // <u>So, stop</u> hiding now // and own up!	Declarative/ Imperative/ Imperative	Material/ Behavioural/ Mental	Unmarked/ Marked/ Marked	Yes
5	For your kind consideration, you are not in the company anymore // <u>so you don't</u> need to worry or care much now.	Declarative	Relational/ Mental	Marked	

6	Not that I mind it.// But I will not let anyone put me down for something// that was not my fault.	Declarative	Mental/ material/ relational	Marked / marked/ unmarked	No
7	< Associate name > you came across as ludicrous in your whole damage-control.	Declarative	Mental	Unmarked	No
8	I think / <u>your attempts to teach me design and team management and your whole.....</u> " // I am almost a smart Yankee young woman rather than an Indian from Chennai" delusion is even funnier.	Declarative	Mental/ relational	Unmarked	No
9	" I am the head of this project." //Big deal! // I know how to stand up with the team// who genially works for the team not with someone who works on section time. // Learn to stand up for the mistakes and not the ones above you.	Declarative/ Minor clause/ Declarative/ Imperative	Relational/ Mental/ Material/ Material	Unmarked	Yes
10	When can I expect the files? // I(am) sure // you are aware that deadline has already gone by.	Interrogative / Declarative/ Declarative	Mental/ Relational// Mental	Unmarked	No
11	Strange . Is that our mistake OK? (I) Will wait for the other to build.	Interrogative/ Declarative	Relational/ Material	Unmarked/ marked	No
12	(I) Don't understand // <u>why<technical team></u> is confused //and everyone's shocked.	Declarative	Mental/ Relational/ Relational	Marked	No
13	They cannot decide to redirect <HR name> to anything else without talking to us.	Declarative	Mental	Marked	No

14	<u>I</u> needs to tape out soon // <u>and (I)</u> cannot wait till next.	Declarative	Material/ Material	Unmarked/ marked	No
15	<u>These guys</u> have a habit of not reading the whole thing... // <u>they</u> always come back asking me something // <u>I</u> already told them.	Declarative	Relational/M aterial/ Verbal	Unmarked	No
16	<u>I</u> HATE PAYPAL. // <u>It</u> has taken me 1/2 a month to get this far..... // <u>they're</u> so backwards!	Declarative	Mental/ Material/ Relational	Unmarked	Yes
17	<u>I'm</u> having a problem with my variable products on my XYZ site (official).	Declarative	Relational	Unmarked	No
18	<u>(I)</u> Thanks , you be the judge.	Declarative	Relational	Unmarked	No
19	<u>I</u> have been writing to you since two days // <u>and you</u> were assuring me that it would be delivered. // <u>But I</u> still don't see that it has been delivered. // <u>It's</u> been delayed for quite long period	Imperative	Material/ verbal / Material/ Mental/ Material	Unmarked/ Unmarked/ marked/ marked/ unmarked	No

Table 6.19: Clause Analysis: Reprimand Move in Criticism Email (Men)

Mood Analysis: **Bold** Theme Analysis: Underline // – indicates the clause division.

S. No	Email (Reprimand Move)	Mood (Interpersonal)	Processes (Ideational)	(Marked/ Unmarked) Textual	Non-Verbal
1	<u>Also</u> , to make this clear one more time, (You) don't refer to <customer name>'s availability.	Imperative	Material	Marked /	No
2	<u>With whom have</u> you discussed this change? // What is happening here?	Interrogative	Verbal material	Marked/ unmarked	No
3	This is putting all of us in bad light.	Declarative	Material	Unmarked	No
4	(you) Pls keep in mind // <u>that you are</u> also section of the <Application Name> support team working from onsite.	Imperative/ Declarative	Mental/ Relational	Marked	No
5	You also have the equal responsibility to respond and resolve any issue and to drive the new team to get any issues resolved.	Declarative	Relational	Unmarked	No

6	<u>I don't</u> understand why// <u>after my repeated requests I don't</u> see a single invite on our calendars?	Declarative/ Declarative	Mental/ Relational	Unmarked/ marked	Yes
7	<u>And it's</u> a shame// <u>that even after two/three weeks we're</u> still not having alignment on some of the core points as simple as in-scope/out-of-scope.	Declarative	Relational/ Relational	Marked/ marked	No
8	<u>I think</u> // <u>we've</u> already lost a lot of time.	Declarative	Mental/ Material	Unmarked	No
9	<u>I hope</u> // <u>the persons</u> who involved in such <u>action</u> <u>get</u> hit.	Declarative	Mental/ material	Unmarked	No
10	<u>I guess</u> , // <u>we do not have</u> that much input on it, especially me. // <u>So, I don't want</u> to take risk at the last moment.	Declarative	Mental/ Relational/ mental	unmarked/ unmarked/ marked	No
11	<u>Even on the FRS, I have</u> no clue on what progress has been made.	Declarative	Relational	Marked	Yes
12	<u>If QCD is</u> so relaxed, // <u>your mail</u> is not helping address the issue on the ground.	Declarative	Relational/ Material	Marked/ unmarked	Yes
13	<u>We need</u> to inculcate ownership in the testing team.	Imperative	Material	Unmarked	No
14	<u>This is</u> very reactive.... // <u>We never had</u> this in the plan for the team.	Imperative	Relational/ Relational	Unmarked	Yes

15	<u>And I do not understand/ why the first mail</u> in this context had to be highlighted/ as though the BA or the team has not taken ownership after repeated reminders. // <Technical team head> is not in touch with me in this regard.	Declarative	Mental/ Material/Material/ Relational	Marked/Marked/Marked/ unmarked	No
16	WHEN IS THE PROVIDED DUE DATE? // DID YOU CONFIRM ANYTHING ABOUT DELAY?	Interrogative	Relational/ Material	Unmarked	Yes
17	<u>As you mentioned I am</u> supposed to receive it by yesterday.	Declarative	Mental	Marked	No
18	I don't understand. // I have to meet the below listed due dates.	Declarative	Mental/ Material	Unmarked	No

6.4.1 Clause Level Analysis

In this section, reprimand move will be analysed using all three metafunctional tools. In this move there are more subjects with 'I'. Clause level analysis of 'I' will help in the understanding of reprimand move better from power, politeness, and gender perspective.

6.4.1.1 Clause Analysis with 'I' as subject

From the below Tables 6.20 and 6.21, it can be inferred that very often subject 'I' is used in reprimand move. Subject 'I' is used to express the managers attitude, tone and relationship with the team. Few instances of subject 'I' are analysed from all three metafunctions perspectives in tables.

Table: 6.20. Metafunctional clause analysis of I – Women Data

Women data		
I	have been	writing to you since last two days
Theme	Rheme	
Mood	Residue	
Actor	Material	Circumstance
I	am having	a problem with my variable products on my XYZ site
Theme	Rheme	
Mood	Residue	
Carrier	Relational	Attribute
I	don't understand	why <technical team> is confused
Theme	Rheme	
Mood	Residue	
Sensor	Mental	Phenomenon

Table: 6.21. Metafunctional clause analysis of I – Men Data

Men Data

I	don't	understand (why after my repeated request)	
Theme	Rheme		
Mood		Residue	
Senser	Mental	Phenomenon	
I	am	supposed	to receive it by yesterday
Theme	Rheme		
Mood		Residue	
Actor	Material	Goal	
It	is	a shame	
Theme	Rheme		
Mood		Residue	
Identifier	Relational	Identified	

Ideational metafunctional tools help to identify the experiential meaning and external realities which are present in the text. From the above tables both the managers have used different ‘processes’ in expressing their reprimand to their team. It can be seen that both women and men managers have used more mental processes in expressing their reprimand with I as the subject position. Women have used more of ‘I’ clauses than men in this move. Apart from mental clauses, women have also used several material clauses and a few relational clauses with the ‘I’ clauses. The dominance of mental clauses show that managers function in the role of senser in this move and the negative aspects of the individual or team performance is pointed out as the phenomenon. The women managers have used equal number of material processes in which they take on the role of an actor. Relational processes are used to exhibit their disapproval or anger over their team. Use of ‘am sure, and ‘am smart yankee young women from’ exhibits the direct expression of anger and asserting their own abilities. Similarly, men managers have used quite a few material and mental processes in the examples, ‘don’t see, am supposed, and don’t understand’ in these expressions reprimand is expressed the experiential meaning both internal as well as external anger is expressed. In reprimand move, use of excessive exclusive ‘I’ in the subject position clearly exhibits the hierarchical power both the managers expressed over their team and individuals are visible. This embarks the authority managers have over their team for not doing the work on time and expressed their anger. In the following section, interpersonal relation between managers and teams will be discussed.

Interpersonal metafunction analysis helps in identifying the tenor and power relation among the interlocutors, in this study between managers and team members. Interpersonal

analysis is carried out using ‘mood elements’ for reprimand move. From the above tables, it can be inferred that managers have used subject ‘I’ as the mood element to state their direct anger, disagreement, and reprimand to the team members directly. The use of ‘I’ in reprimand move clearly indicate the authoritative voice provided by the manager in the mood element. In the ‘residue’ both the managers have placed the actual reprimand to be given to the team or individual. This direct criticism in by subject position ‘I’ in mood element and actual criticism at the later part marks the communicative strategies of both the managers. For example, women managers have used: ‘I will not, I am a smart, yankee, and I am sure’. Similarly, men managers have used: ‘I don’t understand, I don’t see, and I am supposed’ to express their direct anger to the team for the failure of the project or work. Based on these examples it is also clear that women managers have used more direct expressions compared to men managers, their choice of language is relatively more direct and stronger ‘will not let anyone put me down, am almost a smart yankee women, and am sure’. This direct reprimand clearly expresses the hierarchical power the managers possess over their team. Though both the managers express their reprimand using the subject ‘I’ in the mood element. In terms of gender difference, women managers are stronger in addressing their reprimand to their team. In the following section, textual meaning of reprimand move will be analysed in detail.

In the above tables, the mood element ‘I’ is highlighted to a greater extent by placing subject ‘I’ as the topical theme. This explicitly uses ‘I’ as the subject indicates the direct disappointment, reprimand, warning and expresses their anger. Both the managers have used both marked and unmarked themes to express their reprimand. Use of marked themes express the direct reprimand to the team, this will be discussed in the later part of the

section. In this section, unmarked themes will be discussed, unmarked themes are the usual way of reprimand. For example, both the managers have used 'I' the theme to express their criticism to their team. From the power perspective use of unmarked themes to express their reprimand and the use of unmarked themes indicates institutional status the managers have over their team. In reprimand move the use of subject 'I' indicates the direct expression of anger of managers. In the following section, overall analysis for the reprimand move will be discussed in detail from all three metafunctional perspectives.

6.4.1.2. Overview of Metafunctional Analysis in Reprimand Move

In this section, the overview of reprimand moves from all three metafunction perspective will be discussed in detail. This overview will help in understanding how reprimand moves are constructed in the process of email writing. Moreover, it will also help us elaborate the role of power, politeness, and gender, in reprimand move in criticism email function.

6.4.1.2.1. Transitivity Analysis

From the above analysis it can be inferred that both the managers have used relational processes in expressing their reprimand to their team. Relational processes are used to express their reprimand to the team for their delayed submission of work. In these processes the managers experiential meaning over their team was expressed directly by exhibiting their anger over their team. For example, 'You are not in the company, I am the head of the project, and I have been writing to you since two days' in all these examples we could see the amount of anger of the manager over their team is visible. Similarly, men managers have also used direct expressions like, 'What is happening here?, You also have equal responsibilities, and It is shameful that even after two weeks' in these examples men

managers have also used adequate direct reprimand over their team and individuals for their delayed work. In addition, Women managers have used more material processes in expressing their interpersonal relation compared to men managers. This shows that women managers are more expressive in directing their reprimand over men managers in this context. Women managers have expressed their outward experience by using more material processes over their team. to a greater extent in this move. Mental processes, behavioural processes are used in fewer instances by both the managers. Using these processes and mood elements by both the managers explicitly uses their institutional power and exhibits their power hierarchy evidently. Managers also use mental processes to express their inner state of mind and express their disappointment to the team. As discussed earlier, in this move managers widely employ relational processes, material processes, few mental processes and behavioural processes to express their reprimand. From power perspective, in reprimand move managers are compelled to express their institutional statuses quite frequently by using the pronoun 'I'. In this analysis, it can be noticed that women managers give support statement when they use their institutional power when compared to men managers. Women managers express their justification and give reason for their reprimand/criticism, whereas men managers only in few instances support their reprimand with justification. For example, in Table 6.18 the first example by a woman manager highlights that she cannot be responsible or put down for the mistake which is not hers. Similarly, in Table 6.19, the first example by a man manager shows just the warning/reprimand by the manager. This data clearly explicates that women managers are compelled to state their justification and prove their credibility more frequently when they criticise their team which is not same with men managers. In the following section, mood analysis in reprimand move will be discussed based on the above analysis.

6.4.1.2.2. Mood Analysis

From the above analysis it is clear that most of the clauses used in reprimand move are imperative and declarative and both sentence types are used to construct reprimand move. Women managers have used more imperative clauses compared to men managers; this shows that women managers like to issue orders in imperative tone to their team in comparison to men managers. Whereas men managers have used more declarative clauses to express their reprimand to their team. This shows men express their reprimand in a comparatively subtle way than the women managers. In the context of reprimand, women managers prefer to indicate the reprimand directly and men managers prefer to indicate reprimand by softening the tone. Both the managers have used different clause structures in terms of their language style in reprimand move.

In the above discussions of the subject position analysis, it can be understood that managers mostly use 'I' as the subject in most of their reprimand moves. This positioning of 'I' is a strategic communicative choice used by the managers to express their reprimand without any distraction. For example, women managers have used expressions like, 'I am the head of the project, I am sure you are aware of the deadline, and I HATE PAYPAL' all these usages express their direct disappointment straightforward to the team and individual. Similarly, men managers have used 'I don't understand why after my repeated request, I hope the person who involved in such action will get hit and I don't think we have that much event' in these expressions men managers reprimand were quite indirect by using certain hedges. In these two samples from both the gender, it can be observed how the subject position 'I' has been strategically used by the managers. In reprimand moves, managers use their institutional power largely to attain the intended communicative goal.

By using these techniques managers express reprimand straightforward to the concerned associate to bring them into the fold. In the following section, thematic analysis for the reprimand move will be discussed in length.

Use of subject position 'I' expresses the explicit reprimand/disagreement by the managers about the work, commitment and responsibility of the team. From the power perspective, use of these explicit reprimands highlights the intensity of disagreement and disappointment of the managers. This explicit reprimand would bring back the employees to the fold and it would also make the employees accountable for their future actions in the team to be a successful contributor.

6.4.1.2.3. Textual Analysis

Thematic analysis helps in understanding the information flow in email communication. From Tables 6.18 and 6.19, it can be understood that men and women managers have used both marked and unmarked sentence construction to convey their reprimand to their team associates. In unmarked sentence constructions, persons or team are mostly referred as 'I', and few 'you'; activities (It and This) are made the subject by managers to convey their reprimand to their team. In this move both the managers have used 'I' as the subject position extensively to exhibit their hierarchical power to a greater extent. This move primarily expects the managers to express their view towards their team and associates for their delay/ineffective and lethargic attitude. To express the managers' view they have mostly used 'I' as subject position. In addition, there are instances where both the managers have used 'you' in a few unmarked theme constructions. Use of 'you' as the theme directly addresses the team member, and the managers express their reprimand. This

theme would help the managers to highlight the specific individual for the delayed work and express their anger. Inclusive tone in this move is comparatively less to other moves which are discussed previously. There are instances the managers have also used marked theme constructions to express their reprimand and give special attention to warn their team or team members. In the following examples, it is evident that both the managers have used marked themes to highlight their reprimand.

Table 6.22. Marked theme analysis

Marked Theme
<u>For your kind consideration</u> , you are not in the company anymore so you don't need to worry or care much now. (Woman)
<u>The whole project</u> got derailed because of you. So, stop hiding now and own up! (Woman)
<u>Even on the FRS</u> , I have no clue on what progress has been made. (Man)
<u>As you mentioned</u> I am supposed to receive it by yesterday. (Man)

In Table 6.22, the examples highlight the use of marked theme and its specific purpose to convey their reprimand by both men and women managers. In these expressions, both the managers have indicated their warning or reprimanding their team for the delayed submission of tasks, the mistakes committed and lack of commitment in the projects. For example, women managers have used ‘for your kind consideration’ sarcastically to convey the warning which comes later. Similarly, men managers have used expressions like ‘as you mentioned’ to highlight the delay of submission and in other instances ‘Even on the FRS’—the manager is trying to make things clear that the team has not reported to the managers continuous reminder about the progress and work completion. This made the

manager to make himself clear that he is not aware about the progress they have made. In these examples, the manager has consciously marked them to highlight their delay (as you mentioned), expressing disappointment (Even on the FRS) and lack of commitment (the whole project). In these marked themes manager has used their hierarchical power to a greater extent to make the team understand the magnitude of the issue seriously and to respond for the betterment of the organisation goal.

6.4.2. Word Level SFL Analysis

In this section reprimand move will be analysed using J. R. Martin's appraisal analysis tool. Appraisal analysis is part of word level analysis, it looks at words as a single independent unit to understand the attitude. In the previous section, clause level analysis was carried out using meta functional analysis. In this section, word/lexical level analysis will be carried out in the appreciation move to understand the attitude of the managers. Though there are three strands in appraisal system: attitude analysis, graduation, and engagement. This study specifically focuses on the attitude analysis to understand the interpersonal relation between managers.

6.4.2.1. Appraisal Analysis – Reprimand Move

In reprimand move, managers show their anger and disagreement towards an individual in the team or towards the whole team for not carrying out their work. Depending on the situation, context and need they warn the lethargic attitude and efforts of the team and individuals. In the below section both men and women managers' reprimand moves are analysed using the three appraisal tools. These tools help in identifying the attitude of the manager.

Table 6.23. Appraisal Analysis for Reprimand Move (Both Women and Men)

Appraisal Analysis for Reprimand Move (Both Women and Men)

- Affect: Feelings
 - 1) And I think your attempts to teach me design and team management and your whole”
 - 2) "I am the head of this project." **Big deal!** (W) (Angry)
 - 3) I **HATE PAYPAL** (W) (Angry)
 - 4) Pls **keep in mind** that you are also section of the <Application Name> support team working from onsite. (M) (Angry)
 - 5) As you mentioned I am **supposed to receive** it by yesterday. (M) (Angry)
 - 6) WHEN IS THE **PROVIDED DUE DATE**? DID YOU CONFIRM ANYTHING ABOUT DELAY? (M) (Angry)
- Judgement: Character
 - 1) **Consistent mistakes** in providing your own updates about your own applications is not a good sign for your role and experience. (W)
 - 2) I am almost a smart **Yankee young woman** rather than an Indian from Chennai" delusion is even funnier. (W)
 - 3) (I) Thanks, you **be the judge**. (W)
 - 4) This is putting all of us in **bad light**. (M)
 - 5) You also have the **equal responsibility** to respond and resolve any issue (M)
 - 6) I don't understand why after my **repeated requests**(M)
 - 7) This is **very reactive....** We never had this in the plan for the team. (M)
- Appreciation: Things
 - 1) This week we **cannot afford to slip**. (W)
 - 2) I know how to stand up with the team who **genuinely works** for the team not with someone who works on section time. (W)
 - 3) It's been delayed for **quite long period** (W)
 - 4) Also, to make this **clear one more** time, don't refer to <customer name>'s availability. (M)
 - 5) Even on the FRS, I have **no clue** on what progress has been made. (M) (Valuation)
 - 6) I don't understand. I have to meet the below **listed due dates**. (M)

In this section, appraisal analysis for reprimand moves is discussed in detail. From the above table it is evident that both the managers have used all three appraisal tools in this move. The three appraisal tools are affect, judgement, and appreciation. In the following section, the effect tool will be discussed in detail. Managers employ ‘affect tool’ to express their feelings and current state of mind by using certain linguistic cues. In reprimand moves both the managers happen to express different emotions and feelings when the team did not carry out their actions effectively. Both the managers have used different linguistic strategies to exhibit their feelings and emotions. For example, women managers have used ALL CAPS and exclamation marks to express their anger, continuous dots (.....) to express their distress. Through these expressions’ managers try to express their anger and disagreement with their team. Similarly, men managers also used ALL CAPS to express their anger, and through lexical choice they expressed their emotions. Through these expressions, men managers highlight their anger, and reprimand through expressions like ‘keep in mind’, ‘I am supposed to receive’ and ‘provided due date’. Expressing reprimand and anger through personal feelings has been one of the strategies used by both men and women managers. In the next section, character judgement in reprimand move will be discussed.

In this section, managers’ judgements about the employee’s work will be discussed. This will help in identifying managers’ attitudes towards their team. In this move both the managers have judgement about their team and individual’s workflow; these linguistic choices will be discussed in the following section. For example, women managers have judged their team for ‘consistent mistakes’ and one particular manager has even expressed that the team is judging the managers and she responded herself as saying ‘yankee young women’, and ‘you be the judge’—in these examples the managers express judgement about their associates and team.

Similarly, there are instances in which men managers have used expressions that present their judgement about their team for not responsible 'repeated request', and 'equal responsibility' also judgement about an associate's emotional quotient as 'very reactive....'. These expressions highlight how the team is not being proactive and both the managers express their judgement towards their team.

In addition to this, managers also describe things to indicate their reprimand. For example, women managers have used expressions like, 'cannot afford to slip, genuinely work and quite long period' to express their feelings about the things in the team. And men managers have used expressions like: 'clear one more time, no clue and listed due dates' to express their reprimand by expressing the things. These sample expressions highlight the valuation of thing in reprimand move by both the managers.

These appraisal techniques are largely used in the context where managers want to warn their team and individuals personally by exhibiting their attitude. In this move, all the three appraisal techniques are used by both men and women managers to express their reprimand and criticism. Managers use appraisal tools to sharpen or soften then reprimand whenever it is required. In reprimand moves, managers exercise their responsibility when the team or the employees need to be warned for their deed or behaviour. In reprimand moves, managers exercise their position to reprimand the activities of the employees. In some instances, the reprimand moves are used as an emotional outburst to send a serious message to the employees. The negative politeness aspect of this move is that it could strain the comradeship spirit in the team. In these instances, strategic employment of appraisal tools could be used to soften the tone of reprimand. In the following section, hedges and boosters are discussed in detail.

6.4.2.2. Boosters and Hedges

Hedges and boosters are one of the communicative strategies used by men and women managers in managerial email communication. In reprimand move, managers have used quite a few hedges and boosters to show the intensity of their criticism and reprimand. Boosters are linguistic features which are used to highlight the confidence and attitude of the writer. In the following sections the use of boosters are discussed in detail.

Table 6.24. Boosters in Reprimand Move (Women)

Boosters in Reprimand Move (Women)		
S. No	Boosters	Lexis/Modal verb
1)	They <u>always</u> come back asking me something.	Lexis
2)	I <u>need to</u> tape out soon and can't wait till next.	Modal (High)
3)	I am <u>sure</u> you are aware that deadline has already gone by.	Lexis
4)	I <u>know</u> how to stand up.	Lexis
5)	I am <u>the head</u> of the project big deal.	Lexis
6)	I am <u>almost smart</u> yankee young woman rather than an Indian from Chennai	Lexis

Table: 6.25. Boosters in Reprimand Move (Men)

Boosters in Reprimand Move (Men)		
S. No	Boosters	Lexis/Modal Verb
1)	Also, <u>to make this clear</u> one more time don't refer <Customer Name>availability.	Lexis
2)	Please <u>keep in mind</u>	Lexis
3)	We <u>need to</u> inculcate ownership in testing team.	Modal (High)
4)	We <u>never</u> had this in the plan for the team.	Lexis
5)	I <u>have to</u> meet the below listed due dates.	Auxiliary
6)	I am <u>supposed</u> to receive it by yesterday	Lexis

From Tables 6.24 and 6.25, it can be inferred that both the managers have used boosters to intensify their reprimand so that the team would take it seriously and work swiftly. It is evident that both men and women managers have used more lexical boosters and few modal auxiliary boosters in this reprimand move. The use of these boosters serves different purposes in reprimand emails; they may be to warn their team, assert their power or direct and order their team. For example, in Table 6.24, women managers have distanced herself from delay and warned the team; this is evident through certain linguistic cues like 'They and I' in the subject. Women managers have intensified their anger through specific linguistic choices like 'they always, I need to, I am sure' to express their disagreement 'I know, I am the head, and I am almost smart' to express her anger. From Table 6.25, it is evident that men managers have used boosters in different instances such as to give clarity ('also to make this clear'), warn ('keep in mind, never') and to meet deadlines and be accountable ('need to and supposed to receive'). All these expressions highlight the attitude of both the managers and their reprimand to the team and individuals for not being punctual, delayed submission and lack of commitment. These linguistic cues amplify the intensity of the reprimand and they are used

in different instances. In the following table, hedges used in reprimand move have been underlined.

6.4.2.3. *Hedges in Reprimand Move*

The use of hedges expresses a ‘doubtful and less powerful tone’ in an interaction. In reprimand moves the managers have used few hedges, they will be discussed in the following section.

Table 6.26. Hedges in Reprimand Move (Women)

Hedges in Reprimand Move (Women)		
S. No	Hedges	Lexis/Modal Verb
1)	And I <u>think</u> your attempt to teach me design and your	Lexis

Table: 6.27. Hedges in Reprimand Move (Men)

Hedges in Reprimand Move (Men)		
S. No	Hedges	Lexis/Modal Verb
1)	I <u>think</u> we have already lost a lot of time.	Lexis
2)	I <u>hope</u> the person who involved in such action get hit.	Lexis
3)	I <u>guess</u> , we don't have that much input.	Lexis
4)	Even on the FRS, I <u>have no clue</u> on what program has been made	Lexis

Hedges are used to convey the sense of doubtfulness and uncertainty. In reprimand moves, managers have used hedges to indirectly warn the team and individual and sometimes to tone down the intensity of the reprimand (second order politeness). In this move, men managers have used more hedges compared to women managers. Both of them have used lexical

hedges and none of them used modal verbs. For example, in the Table 6.26, women managers have used only one hedge in her reprimand move to indicate the delay ‘I think’. In contrast men managers have used more hedges in contrast to women managers; this is evident in Table 6.27. These hedges were used to inform the team that they have crossed the deadline and to make them aware about the deadline, ‘I think, I hope, I guess, I have no clue’. Men managers have used more hedges in comparison with women managers which contradicts earlier researchers (Lakoff, 1993; Holmes, 2003) that men use more direct expressions and women use more polite expressions. In this particular move, men managers have used more direct expressions in terms of their disagreement, and they try to console that by using certain hedges to tone down their reprimand. Whereas women managers gave justification for their reprimand and disagreement and in this regard, they have used few hedges in this move.

6.4.3. Overview of Reprimand Move

As in the previous moves, managers also employ subjective stance in the reprimand moves. The three major subjective stances adopted by the managers are 1) expressing their anger, 2) ordering them to mend their ways and 3) hinting the consequences of their misdeeds. All the above stances are majorly expressed by managers using “I” as the subject position. In this reprimand move when both the managers try to show their disagreement and anger, they use their subject position and view, and this majorly exhibits hierarchical power. This also indicates that both men and women managers don’t shy away to use their power positions in the times of need.

6.5. Direct Appeal Move – Optional Move

In workplace communication, there are different email functions, in which direct appeal is one of the commonly noticed moves across workplace email communicative functions to appreciate or criticise the team directly. Direct appeal move in this section is used to show the direct authority of the managers over their team and to show how they use their hierarchical power by appealing to the team directly to do a work in specific way. This move is used when the team is not focused or faces certain problem; the managers intervene into the situation and try to help the team with their specialised knowledge and directly appeal the team to work in certain direction to achieve organisational goal. In this move, the hierarchical power enables the manager to direct the team and managers also operate their relative power through the language use to indicate what is expected out of the team or individual. This email move can be recognised through different linguistic cues presented in the email. This move is a strategic choice by the manager to keep the team focused towards reaching the success of their team along with the organisational success. In the following section, direct appeal move will be analysed.

6.5.1. Overall Analysis of Direct Appeal Move

In this section, the overview of direct appeal moves will be discussed. In direct appeal move, both men and women managers have used ‘I’ and ‘Please’ as subject and mood element. In the following section this move will be analysed in brief to understand the operation of power, politeness, and gender in managerial email communication in Indian IT workplace.

Table: 6. 28. Clause level – ‘I’ and ‘Please’ – Women

I am assuming you will complete the tasks on time and update?

Please change this accordingly and share it with the team as well.

Please prioritize this higher importance and take a look and send it at the earliest.

Table: 6.29. Clause level ‘I’ and ‘Please’ - Men

I would expect all your support and team coordination in helping us to perform the I3 support effectively.

As I said I want to complete this by the end of this week at any cost

Please update me quickly on this and get back to me by EOD.

Please go through the below vnc and let me know where you went wrong.

From the above tables, both men and woman managers have extensively use imperative clause because in this move managers employ the following functions: subtle reminder, disappointment, indirect criticism, frustration, indicating the next step in project or a particular work and inner feeling about the progress of the work through direct appeal move. To enact these functions managers, prefer imperative clause over declarative clause. The subtleness is the key feature of the direct appeal move. This is conveyed through mood elements like “I” and “Please”. The mood element “I” is used to indicate managers feeling and assertiveness. The mood element “please” is used to convey the sense of indirect criticism to the employees. Employing these mood elements has to be studied from the macro first order politeness (corporate social order) which guides the managers to choose the second order politeness (linguistic choices) like “I” and “Please”. Along with being subtle, the direct appeal moves also provide scope for the managers to assert institution power. From the

analysis it can be observed how both politeness and power are brought together by both men and managers.

In direct appeal move, both the managers have used “I” as their theme in most instances to indicate the managers’ order and used ‘Please’ to appeal the team to carry out their project without delay. Use of ‘I’ shows the hierarchical power; manager directs the team by distancing them by using ‘I’. Through the use of “Please” managers are trying to appeal the team to take the work seriously using the relative status and drive the team to work without further delay.

In line with previous moves, subjective stance is adopted in the direct appeal move. The three subjective stances used in this move are 1) requesting the team to do a certain action, 2) collectively motivating the team to complete the task and 3) expressing the action to be completed as a personal wish. These stances have very important function in the criticism email. These linguistic features help the managers to establish a personal connect or rapport with team member within the criticism email. These features exhibit how modern workplaces compel the managers to simultaneously operate the function of reprimand and request in direct appeal move within the criticism email function.

6.6. Background Move – Optional Move

Background move is an optional move. This move is used along with several major email functions. It is used by the managers when they want to give background for their criticism or appreciation, or clarity seeking and several other major email functions. This email function will support the primary or major email function; this is referred as minor or supplementary move. In this section, background move is used to support criticism email function. This background move is used by both men and women managers in different context and

situation in the criticism email function. This move will provide rationale for the criticism, order, reprimand, and direct appeal by the managers to their team. Being a minor move this move will have basic clause level analysis. In the following section clause level analysis in background move will be discussed.

6.6.1. Clause Level Analysis – I

Background moves have predominantly used the mood element ‘I’. The use of the mood element ‘I’ enables them to provide the rationale or reason for the primary function of the email. In the below tables the background moves with mood element ‘I’ are reported. The operation of background move will be discussed in the below sections.

Table 6.30. Mood analysis of ‘I’ in background move – Women Data

Women Data Also, I have given you one sample <Technical Term> model for reference. I am running a second site that has a few products on it, I can’t move forward until the problem is resolved. I was getting ready to contact <technical associate> and tell him you and I both cleared our cache. I was checking into the missing icon issue again today.

Table 6.31. Mood analysis of ‘I’ in background move – Men Data

Men Data I understand team has some knowledge and at least they have some confidence level. To confirm, yesterday I tried logged in to 6 of the workstations on my portion of the list and there are no entries under either of the system. I am currently working on. I am afraid that I cannot provide you an answer on whether the delays you have made create trouble.

In this background move both women and men managers have used 'I' as the subject position in most occasions. The rationale for using 'I' in the subject position is that the manager wants to give background for the criticism, reprimand, and direct appeal in criticism email function. In these instances, managers have tried to elaborate their standpoint and problems they face in the project. The background has an important role to play in the email communication. For example, when managers exert their hierarchical power to reprimand or criticise a particular work or behaviour of any employee they have to act with caution. In modern workplace ethics and etiquette makes a finer difference between rash criticism and constructive criticism. The social order of the IT workplace demands the managers to provide rationale or reason for their action. In this context most of the managers have used background moves to elaborate the purpose or rationale for their criticism or appreciation. These background moves help the employees to take the appreciation or criticism in a constructive manner. Moreover, the effective use of background moves helps the managers to project the inclusive style in their team leadership. In addition to the minor move other importance observation related to criticism moves are discussed below. In the following section, spoken discourse markers and non-verbal features used in the criticism email function will be discussed in detail.

6.7. Spoken Discourse Markers in Email Communication

In this section, spoken discourse markers like interrogatives, spoken discourse style, structure and spoken features in criticism email function are discussed. In addition, the use of non-verbal linguistic features such as use of capital letters, emoticons and exclamation marks are also discussed to understand the criticism email function in managerial email communication in Indian IT workplace.

Email is predominantly a written medium of communication. In the analysis of criticism email function, there are quite a few spoken discourse features identified. These spoken features have a distinctive function and purpose in criticism email function in specific. These spoken features in criticism email function are inferred through the following linguistic and structural features identified; they are 1) interrogative sentences and 2) spoken discourse style and structures.

6.7.1. Use of Interrogative Sentences

In criticism email, both the managers have used interrogative sentences. Interrogative sentence is part of spoken discourse feature because of its functional and stylistic feature. These sentences are generally used to ask question or seek clarity. In this criticism email function, both the managers have asked several questions to their team and individuals. These questions are primarily to reprimand or seek clarity for their delay or mistakes or attitudes. In the below give examples from both men and women, it is evident that asking question is one of the criticism strategies used by both men and women managers to keep their team focused and productive.

Table: 6.32. Interrogative Sentences – Women

- | |
|---|
| <ol style="list-style-type: none"> 1) When can I expect the files? 2) Can you pls publish, how long this plan is valid? It is only one month? 3) Strange. Is that our mistake OK? 4) Do you think we may have missed something? Or is system picked from a different location with errors? 5) Is this an issue that you can possibly resolve? 6) May I know the exact reason for the delay of delivery? |
|---|

Table 6.33. Interrogative Sentences – Men

- 1) Why the change in plan?
- 2) With whom have you discussed this change? What is happening here?
- 3) WHEN IS THE PROVIDED DUE DATE? DID YOU CONFIRM ANYTHING ABOUT DELAY?
- 4) Can I please ask you to take the below up with the team and respond back to me latest tomorrow?
- 5) Where do we stand regarding the NFT execution which is planned to start <date>?
- 6) What has caused this change and how do you expect <team head name and QA Name> to communicate this without any specific reason?
- 7) What are those areas, where we have less knowledge? Can you share the list?
- 8) Will you be okay with the schedule? What is your plan?
- 9) May I know if there is any problem in the update?

The use of these interrogative sentences also indicates how managers use spoken feature to indicate their power over their team. They use interrogative clauses to criticise their team for not doing their work on time. Men managers have used more interrogative sentences in comparison to women managers. This shows that men manager expresses more power than women manager by using more interrogative sentences. It is also evident that questioning is one of the important tools to criticise, reprimand, disagree, warn, order their team and individuals in the team. Moreover, it is an important linguistic resource to exhibit managers' hierarchical power through email communication.

6.7.2. Spoken Discourse Style and Structure

Managers have used certain spoken communication features in their email communication. These spoken features are used to convey their point more interactively, effectively and directly to the concern team member and individuals in the team. These spoken features are part of interpersonal power and through this the manager tries to build rapport with the team.

In this context, manager has used spoken discourse style in criticism email to intensify the information. For example, men managers have used the spoken phrase like “please keep in mind, others carry on, I can only say” and women managers have used few spoken discourse features like ‘Strange. Is that our mistake OK?’, ‘Stop hiding an own up’, ‘you be the judge’. These expressions are used to qualify and intensify the criticism and the disagreement the manager has on the team and individual. There are also quite a few examples in which both the managers have used spoken style and structure in their email communication. In criticism emails, these spoken features are also part of hierarchical power because of the spoken discourse features, non-verbal elements, and feature in criticism email function. The above examples highlight the intensity of those criticisms and managers exhibit their hierarchical power using these expressions as well.

6.7.3. Use of Spoken Features

Spoken feature in written communication is not commonly used in professional communication. In Indian Email communication, both men women managers have used spoken features in their communication to intensify their information. In Tables 6.34 and 6.35, the instance in which both women and managers use of spoken features has been listed. Analysing these spoken features are important to understand how managers use these linguistic resources strategically to convey their criticism and how they use their hierarchical and institutional power interchangeably according to the context and function of the email. The following tables will highlight the use of spoken feature in managerial email communication.

Table 6.34. Spoken Features – Women

- 1) So, stop hiding now and own up!
- 2) "I am the head of this project." Big deal!
- 3) Learn to stand up for the mistakes and not the ones above you.
- 4) Thanks, you be the judge.
- 5) Strange. Is that our mistake OK?
- 6) Here's the thing: on the article pages,

Table 6.35. Spoke Features – Men

- 1) Simple question, is the internal simulator testing finalized with all customers (simulated) allowing us to move to UAT?
- 2) Pls keep in mind that you are also section of the <Application Name> support team working from onsite.
- 3) It is quiet challenging for any new team to react to any issues faster, that's where you guys have to shed your experience to guide us to the right direction to resolve the issue faster rather than escalating this to the whole world.
- 4) I don't understand why after my repeated requests I don't see a single invite on our calendars?
- 5) Others carry on.
- 6) I can only say.... All the best.

From the above Tables 6.34 and 6.35, it is evident that there are quite a few spoken features used in criticism email function. These spoken features are evident from the examples highlighted, for example women managers have used: ‘stop hiding now and own up! Big deal!, learn to stand up, you be the judge and is it our mistake?’ and men managers have used expressions like ‘simple question, please keep in mind, you guys have to shed your experience, others carry on, I can only say’. These spoken features are quite informal and use of these expressions in formal workplace communication highlight and indicate the kind of rapport the manager has established with the team members. These linguistic strategies play a key special role during the managerial email communication, especially in criticism email function. Both the managers have used these expressions to tone down their intensity of criticism.

All the above discussed spoken features are important to understand how managers use these linguistic resources strategically to convey their criticism as well as build rapport building through interpersonal relationship.

6.8. Non-Verbal Elements in Criticism Email Function

Non-verbal elements are generally perceived to be used in spoken communication. In recent studies, it is believed and analysed that even in written communication the use of non-verbal communication is possible, by using 'capital letter, font size, colour, emoticons and other non-lexical features. These linguistic features are considered as non-verbal elements in written communication. In criticism email communication the presence of non-verbal elements is evident. They are discussed in detail in the following section.

6.8.1. Use of Capital Letters

In written communication use of capital letter has specific implication and significance. In general, capital letter is used when the writer wants to highlight certain key information/idea, to exhibit their anger and emotion in the writing. Especially in formal mediums like email, use of capital letter needs to be considered carefully. In the criticism emails, the use of capital letters is considered as a mark of anger and disappointment. In the data, there are instances where certain words are capitalised in order to highlight those with special importance and implications. In the below given example, both the managers have used capital letter to show their anger and disappointment with the team and their associates. These capitalised words do not hold the actual meaning it conveys rather it add intensity to the original meaning. Both men and women managers have used capital letter in limited instances in the criticism email.

Table: 6.36. Capitalisation in managerial emails

Women Manager 1) I HATE PAYPAL. Men Manager 1) WHEN IS THE PROVIDED DUE DATE? DID YOU CONFIRM ANYTHING ABOUT DELAY?
--

6.8.2. Use of Exclamation Mark

Exclamation marks and other non-linguistic elements (...) are part of non-verbal features in email communication; they are used to exhibit their emotions. In the given examples, these non-linguistic features are used to show their anger and disagreement. These features are used by both men and women managers at different instances to highlight their criticism and anger about the work done and the commitment which are carried by their team or individual team member. These are explained with examples in the following section.

Table 6.37. Exclamation Marks in Women Data

Women Manager 1) The whole project got derailed because of you. So, stop hiding now and own up! Well done <Associate Name>! 2) "I am the head of this project." Big deal! 3) It has taken me 1/2 a month to get this far.....they're so backwards! 4) So, stop hiding now and own up! 5) And I think your attempts to teach me design and team management and your whole..... 6) "I am the head of this project." Big deal! 7) These guys have a habit of not reading the whole thing...they always come back asking me something I already told them. 8) I meant will that file work for you...and can you grab it.....
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Table 6.38. Exclamation Marks in Men Data

Men Manager

- 1) I think I can only look at this next week, if it is not solved by then. But by then deadline for the project will be over, Sooo.....
- 2) This is very reactive.... We never had this in the plan for the team.
- 3) This is very reactive....
- 4) I can only say.... All the best.

From the above given explain both the managers has used different non-verbal cues to exhibit their criticism and reprimand. For example, use of continuous dots (...) is a mark of disagreement, anger and distrust by the manager, women managers have used ‘It has taken me 1/2 a month to get this far....., (Questioning with anger) And I think your attempts to teach me design and team management and your whole.....’(anger) and men managers has used expressions like ‘This is very reactive.... (warning), I can only say (distress)’ these examples highlight their distrust and anger and the manager does not want to continue further so they have used continuous dots to stop the conversation. In criticism email function both the managers have used similar expressions to exhibit their anger.

6.8.3. Use of Emoticons

Emoticons are one of the common non-verbal elements in informal communication. Use of emoticons highlight the emotions or the mind-set of the writer/manager. In this criticism move, the men manager has used one cheer-up emoticon 🍑. These emotions are used to show their approval. This emoticon was used by the manager to their associate. This use of emoticon can be considered as the use of their interpersonal status to build rapport in the team and create a positive work environment.

Table 6.39. Emoticons in Men Data

Men Managers
Forwarded to client and mentioned we'll make the logos sharper then proceed. And, Client approved. 

In general, it is believed that women managers use more non-verbal cues but, in this context, men managers have used comparatively higher non-verbal features than women managers. This is same with appreciation email functions too; men managers have outnumbered the women managers in expressing their emotions through non-verbal features in email communication.

6.9. Power, Politeness and Gender Difference in Criticism Email Function

In the above sections the functions of criticism email moves (criticism, reprimand, direct appeal, and elaboration) are analysed using clause and word level analysis. The linguistic features of each move and organisation of each move are discussed in detail. All these analyses contribute to the holistic understanding of operation of power and politeness in managerial email communication of both men and women managers in Indian IT workplace. In the below section, the overall use of power, politeness, and gender in criticism email will be discussed more comprehensively.

6.9.1. Power

The above analysis of criticism email function using Systemic Functional Analysis (SFL) clearly depicts that both women and men managers have used both, institutional status and relative status based on the context and situation. This analysis was carried move by move. In the following sections, power in each move is discussed.

In criticism move, the managers mostly used the subject position 'I' where they felt it is necessary to express their opinion about the performance of the team or individual or express their disagreement on certain issues. The use of subject position 'I' in criticism move is largely used to send the message of displeasure with focus on what the manager as the Senser or Carrier who expresses what he/she senses or feels about the issue. Extensive use of 'I' in the subject position clearly exhibits the authoritative tone and the institutional status ("I'm aware, I am emphasising, I'm very very disappointed") exhibited by the managers. This shows the authority managers have over the team and the way they express their criticism. The use of 'I' in criticism move clearly indicates the authoritative voice of the manager in the mood element. The managers have placed themselves in the subject position and the actual criticism is represented as the phenomenon. This direct criticism with 'I' in the subject position and actual criticism was pushed to the later part in the residue of the clause used by the managers.

Managers have to be very critical to send a strong message to the individual or team but at the same time he or she has to be careful enough not to demoralize or it should not look like a baseless subjective criticism. In criticism move it can be observed that managers take an authoritative stance and exhibit their institutional status more directly in pointing out the faults/errors of the team members but as seen in the appraisal analysis managers strategically try to tone down their criticism and wherever possible they continue to motivate the team.

In reprimand move, use of excessive 'I' in the subject position clearly exhibits the hierarchical power and institutional status expressed by the managers to their teams and individuals. This demonstrates the authority managers have over their team when the work is not done as expected. The use of 'I' in reprimand move clearly indicates the authoritative voice of the manager in the mood element. The managers have placed the actual reprimand in

the 'residue' just like the criticism move. This kind of criticism expressed by the subject position 'I' and actual criticism as the residue or the phenomenon marks the communicative strategies of the managers. This explicit use of 'I' as the subject indicates direct expression of disappointment, reprimand, warning and anger. The managers have used both marked and unmarked themes to express their reprimand. Use of unmarked themes express the direct reprimand to the team. For example, both the managers have used excessive 'I' as the unmarked theme to express their criticism to their team.

In this move, all the three appraisal tools (Martin, J.R. 2004): affect, judgement appreciation are used by both men and women managers to express their reprimand and criticism. Managers use appraisal tools to sharpen or soften reprimand whenever it is required. In reprimand moves, managers exercise their power position and institutional status more directly in expressing their power when the team or the employees need to be warned for their delayed or casual work or behaviour. In reprimand moves, managers exercise their position to reprimand the activities of the employees. In some instances, the reprimand moves are used as an emotional outburst to send a serious message to the employees. This move also creates negative politeness among the team and this could strain the comradeship spirit within the team.

In direct appeal move, both men and women managers have extensively used imperative clauses because in this move managers employ the following functions: subtle reminder, disappointment, indirect criticism, and frustration. In this move, both the managers assert their relative status to exert their power by indirectly questioning the team to get the work done. To enact these functions managers, prefer imperative clauses over declarative clauses. The subtleness is the key feature of the direct appeal move. This is conveyed through mood elements like "I" and additional elements like "Please". The mood element "I" is used to

indicate manager's feelings and assertiveness. The element "please" in the mood is used to convey a sense of indirect criticism to the employees. Use of 'I' shows the hierarchical power; manager directs the team by distancing them by using 'I'. Through the use of "Please" managers are trying to appeal the team to take the work seriously using the relative status and drive the team to work without further delay.

Background move is also an optional move like the direct appeal move. This move is used along with both the major moves. It is used by the managers when they want to give background for their criticism and reprimand. This move will provide rationale for the criticism, order, reprimand, and direct appeal by the managers to their team. In this background move both women and men managers have used 'I' as the subject position on most occasions. The rationale for using 'I' in the subject position is that the manager wants to give background for the criticism, reprimand, and direct appeal in criticism email function. In these instances, managers have tried to elaborate their standpoint and problems they face in the project. The background has an important role to play in the email communication.

Direct criticism and reprimand are important communicative tools in managerial communication to express direct criticism, disagreement and warning to the team more directly. The judicious use of direct criticism and reprimand is more important because excess use might have a negative or opposite effect on the team. In brief, if managers effectively handle the tool of criticism and reprimand function then these moves can act as the strategy which keeps the group or individual consciences in check. In criticism email, managers have also used the relative status through the direct appeal move. Immediately after the intense criticism or reprimand managers have deployed the direct appeal move to soften their negative face and to make the team gear up towards organisational goal. In these moves managers largely use their relative status or interpersonal rapport to convey their wishes or

what could be done for the betterment of the project or the organisation. From the above discussion it can be said that both institutional status and relative status of the manager plays a crucial role in the criticism email function. In the following section, politeness in criticism emails will be discussed.

6.9.2. Politeness

In criticism email function, the politeness operates in three ways: softening the intensity of the criticism, expressing the criticism in a circumlocutory way and positioning of the direct appeal move. In all these instances it could be observed how both first order and second order politeness operate together. For example, in criticism email function managers are governed by the corporate social order which forces managers moderate their criticism through languages and positioning of the moves. This clearly indicates how first order politeness (conceptual level) influences the second order politeness (linguistic level) in the criticism move. This can be seen in the use of hedges, appraisal tools and position of the moves.

Overall, it can be commented that criticism email function has its own parameters of politeness functioning within the context of criticism. In brief, it can be said that function of email and intention of the manager determines the range of politeness expressed by the email. Using politeness feature in criticism email is a balancing act because if the manager is too polite in criticism email then the function of criticism or reprimand is lost; at the same time managers cannot be impolite with the employees which would hamper the team's morale and cause a strain in the rapport between the team members and team leaders.

In criticism move, the use of 'we' as subject position eases the criticism by making everyone (including the team and manager) accountable for a certain act. In the use of 'we' as subject position in criticism email function, managers try to accommodate themselves in the mistake and try to avoid pessimistic tone even as they convey the criticism. This use of 'we' is more

likely to reduce the friction within the team members and the objective of using inclusive 'we' is to make the team realise the error and reflect on how the issue could be resolved. The use of criticism move is strategic for managers to check repeated defaulting or the reckless attitude of an individual which would impact the team's performance. This move is used to avoid such situations. This use of inclusive 'we' in criticism move has a special function by including the managers themselves as responsible for certain failures or delays in completing the task. It also palliates the sharpness of criticism and makes the defaulter slightly less guilty. However, it must be noted that managers have used 'we' only in a few instances, perhaps with caution in taking up the shared accountability.

Use of inclusive 'we' in criticism move would help the manager in building oneness in the team and leading to team synergy even when the team did not put in their best efforts into their work. Both men and women managers have foregrounded the inclusive tone and have pushed their criticism to the theme of the clause. The managers have used the inclusive tone in the theme and foregrounded joint responsibility and then expressed the criticism or the lapses in the later part of the clause. This style of criticism is sometimes part of the managerial style in keeping the team united and also bring out the best from the team. In this process, managers use their interpersonal power or relative status in making the team realise their mistakes and to work better. In the following section, gender differences in criticism move will be discussed.

6.9.3. Gender

In criticism email, both women and men managers criticise and issue reprimand to the employees and team. Both men and women managers have asserted their power position whenever it is necessary, and they do not shy away from taking up the responsibility. One important observation in the previous literature is that men managers prefer direct criticism

in their business communication, but this study highlights a different reality in the Indian context. In criticism email communication it is observed that men managers in some instances soften their criticism through different linguistic cues ‘using inclusive ‘we’ and hedges’ but on the other hand women managers use more direct criticism ‘using ‘I’ in subject position and boosters’, to get their point across to the team. This may be explained by the fact that it is the context rather than one’s gender which determines the manager’s language choices. In addition, it could be inferred that, women managers may be under constant pressure to prove their leadership. For most of their criticism women managers have given a clear explanation or background to the receiver. This was not the case with men managers. This could be one of the factors which makes them appear more assertive and direct in their reprimand and criticism of employees; and in turn employees will be forced to take them seriously. At the lexical level, both women and men managers used all the three-appraisal systems (affect, judgement, and appreciation) to convey their criticism, reprimand, and direct appeal in the criticism email function. In criticism email, both women and men managers use similar linguistic tools of criticism, but they slightly differ in the way criticism and reprimand is communicated to the employees.

In the next chapter, major findings and discussions based on the analysis of appreciation and criticism email function in chapters 05 and 06 will be discussed elaborately. These findings would help in the development and designing of specific managerial communication courses and curriculum in the managerial communication contexts.

CHAPTER – VII

FINDINGS, DISCUSSION & PEDAGOGIC IMPLICATIONS

7.0. Introduction

The key findings identified in the operation of power, politeness and gender in appreciation and criticism of email function (Chapters 05 and 06) are summarised and discussed in this chapter. Following the summary of the key findings, the research questions in the light of the theoretical approach and the associated literature are discussed. The findings that have emerged from the study and the specific pedagogical implications to the managerial training curriculum of the IT organisations are presented in this chapter. In addition, limitations of this study are discussed and the possibilities of future research in the field of managerial email communication in Indian IT workplace context are suggested.

7.1. Key Findings

The analysis of appreciation and criticism emails using SFL analytical framework has provided micro and macro understanding of managerial email communication in Indian IT context. This study has identified five key findings related to operation of power, politeness, and gender in the managerial email communication. Each key finding and their contribution to existing literature of business email communication will be discussed in detail.

7.1.1. Move structuring plays an important role in the operation of power and politeness in Appreciation and Criticism Email Function.

In the modern workplace, communication is generally determined by the context and situation. In this managerial email writing context, both men and women managers use different linguistic strategies to communicate their functions. There are four email moves identified in both appreciation and criticism managerial email functions in this study (Bhatia, 2004, p.26).

In appreciation email function, there are four common moves identified: **appreciation, thanking, direct appeal and background** and **elaboration** moves. Each move complements the structure of appreciation email function in managerial email communication in Indian IT workplace. Among these moves, appreciation and thanking serve as major moves and direct appeal and background serve as supplementary moves to the major moves. In appreciation function, mostly the managers use a polite tone to maintain positive work culture, as they acknowledge the efforts of the team and individuals. All the strategies of power and politeness of the managers seem to be constituted within the basic move structures of the appreciation emails.

Similarly, in criticism email function there are four common moves identified from the emails of both men and women managers: **criticism, reprimand, direct appeal** and **background** moves. Among these, criticism, and reprimand moves serve as major ones and direct appeal and background move function as the minor moves. In criticism function, both men and women managers expressed their disagreement by exhibiting their hierarchical/institutional power by using direct criticism to make the team and individuals operate more productively.

The structure of each email function is determined by its communicative context. In these email functions the managers have used their linguistic choices strategically to get the message across. In appreciation email function, thanking and appreciation moves are used to a greater extent and express the operation of relative status (politeness). There are also quite a few instances of institutional status (authoritative tone/power) use in this email function. The interplay of relative and institutional status is subtle and can be understood only in its context rather than its linguistic usage. The use of authoritative tone in appreciation and thanking moves has a strategic purpose, to make the team and individuals focus and not be carried away by the appreciation. The managers have strategically interlaced their institutional status and relative status to achieve their purpose.

In criticism email function, the use of institutional status (authoritative tone) is quite high as seen in criticism, reprimand and direct appeal moves. These moves are used when the team is not productive or focused; the managers attempt to help the team and individuals stay focused and become conscious of their mistakes by using these moves. Mostly, in criticism email function, soon after expressing their criticism, there are instances where the managers softened their tone to express their relative status (polite tone) to keep the team stay motivated and focused. The background move also helps in making this strategic choice by the managers to keep the team functioning smoothly. Specifically, both power and politeness are used based on the context and situation of the criticism by the managers.

The structuring of moves plays an important role in the construction of power and politeness in the email communication of managers in the IT organisations. Similar to Swales' (1990) and Bhatia's (2004) observation that genres and moves are shaped by the communicative purpose of the writer and outcome of larger writing practice in that particular professional community, in this study, it could be observed that community social order of the IT

workspace has a role in the structuring of moves in both appreciation and criticism emails. The context of the email plays an important role in deciding the structuring of moves and language use (Alafan, 2014). This study also reflects the findings of previous study that context plays a predominant role in the structuring of email. Similarly, structuring of moves also indicates how modern workplace values, which have emerged out of globalization era, have impacted the email style and choice of moves (Sifianous, 2013). This phenomenon can also be observed in the appreciation and criticism email data and findings of this study. In brief, all the studies have described and discussed how the larger communicative context, community of practice and communicative purpose of the writer determines the structure of managerial email writing.

7.1.1.1. Common moves (Direct Appeal and Background moves) identified in appreciation and criticism emails.

Direct appeal and background moves are common in both the email functions. Both these moves have a specific strategic function. Direct appeal move in appreciation email has a different function whereas the same move in criticism email has a different purpose. In appreciation email function, direct appeal move is used as soft power by both the managers to keep the team grounded and stay focused on work rather than be carried away by appreciation. However, in criticism move, the use of direct appeal move has a specific function to tone down the criticism or reprimand of the managers. Through direct appeal, the managers try to improve the efficiency and productivity of the team to achieve their organisational goals.

Background move is another common move in both appreciation and criticism email functions. Background move is commonly used to provide the rationale for appreciation and criticism. In appreciation email function, background gives the reason for the appreciation

and thanks conveyed to the team for their efforts and commitment. Similarly, background move in criticism email is used to elaborate the reason for the criticism and it gives the rationale and lessens the sharpness of the criticism or reprimand. This move also has a unique purpose to support the main move across email functions and to validate its major purpose. In this study, the use of background moves differs between men and women managers. Men managers use it to give general background. Whereas women managers try to provide evidence and use this move to substantiate their appreciation and criticism. This shows that women managers are more cautious and give rationale for their appreciation or criticism in the male dominated workplaces. Though these moves are considered as minor moves they serve a strategic purpose for both men and women managers in their managerial email communication in the Indian IT workplace.

The analysis highlights the strategic purposes of the minor or optional moves in the managerial email communication. The analysis also echoes the findings of the previous studies that in modern workspace context soft spoken style and discourses are highly appreciated (Schnurr, Marra & Holmes, 2007, p.49; Ladegarrds, 2011, p.163). These minor or optional moves are specifically used by the managers to soften their criticism or provide rationale for their generous appreciation.

7.1.2. Corporate social order of politeness influences first order politeness in the Email communication of managers in Indian IT workplace

It is evident from both the analyses that the use of politeness and power in managerial email communication in Indian IT workplace is determined by the corporate social order rather than community social order. Corporate social order plays a major role in defining the common-sense notion of politeness in Indian IT workspace. Community social order does not have a predominant influence over the corporate social order in the IT email communication (Watts,

2003). For instance, the Manager's adherence to the corporate norms, ethics and etiquette in professional email writing is more evident than the influence of his or her personal and social identities. In the email data examined, corporate social order seems to majorly shape the first-order politeness (conceptual level) in the IT sector internal communication. That is probably why both men and women managers try to adhere to similar patterns and structures (corporate social order) in the way they communicate; at the same time, they seem to subdue their community social order to the background, perhaps, in order to be successful managers in their workspaces.

Workplace culture in IT companies are governed by different notions such as instant gratification, creating a competitive workplace environment, encouraging the employees to break the traditional hierarchy in addressing people, making people accountable for the work and so on (corporate social order). Above mentioned features are present in the data collected from the Indian IT managers and it is reflected through the various linguistic strategies (second-order politeness) used in appreciation emails. The linguistic strategies used are:

- positioning of thanking move – 'Thanks' as the theme
- manager's direct appeal – 'Please' as the theme
- adopting inclusive tone in appreciation of team members – use of inclusive 'we'
- generous appreciation of team member's effort and team
- nonverbal elements – bold letters, emoticons and font colours.

Using this second-order politeness (linguistic resource), the managers are operating their first-order politeness (conceptual level) which is determined by the corporate social order rather than by community social order. It is similar in criticism emails as well; it is the corporate social order (first-order politeness) which determines the use of second-order politeness.

In criticism email function, first-order politeness operates in three ways- softening the intensity of the criticism, expressing the criticism in a circumlocutory way and positioning of the direct appeal move. In all these instances it was observed that both first order and corporate social order operate. For example, managers are governed by corporate social order which obligates them to implement their responsibility as a leader and at the same time are forced to moderate their criticism through language and positioning of the moves. This clearly indicates how first-order politeness (conceptual level) influences the second-order politeness (linguistic level) in the criticism move. The above discussed first-order politeness is reflected in the second-order politeness through the use of hedges, boosters, appraisal tools and structuring of the moves (direct appeal). These linguistic choices and language structures are employed strategically based on the corporate social order and first-order politeness in criticism email function.

Overall, it was found that it is the corporate social order which determines the first-order (conceptual level) politeness in managerial email communication. More specifically, first-order politeness is expressed through second-order politeness using a different strategic linguistic resource in managerial email communication in Indian IT workplace by both men and women managers. This finding also confirms Bhatia's (2004) theorisation that genre is largely shaped by the social context of the writer and Chiappini's (2006) observation how social order impacts the politeness in writing. In this study, the predominant influence of corporate social order could be clearly observed.

7.1.2.1. Linguistic politeness is operated through lexical items and structuring of the sentences.

In managerial email communication, the managers have used different linguistic markers and strategic structuring of email moves to express their politeness. As discussed in the previous

chapters, politeness in this study is perceived as a rapport building activity by appreciating, thanking, and acknowledging the team or individual's effort to make them effective and efficient.

In appreciation email function, the use of linguistic politeness is comparatively high because the nature of this email function is to appreciate, thank and acknowledge the efforts of the team and individuals. In this email function, hedges, boosters, attitudinal markers, mood elements and processes are used as linguistic politeness markers. The use of subject positions 'I, you and we' are part of politeness markers to express their personalised tone to appreciate the team. In addition, both the managers have used the marked theme to express their appreciation with more personal and appealing tone by placing/positioning their associates' name and thanking them. The use of declarative sentences is also high in appreciation email function where appreciation is directly stated. In appraisal analysis, it is evident that different attitudinal markers are used to express their instant gratification, which also express politeness (Martin, 2004). There is also significant hedging and use of boosters by the managers to intensify their appreciation, to express their polite tone and to convey thanks. Overall, in appreciation email function there is predominant use of inclusive and positive tone, thanking, acknowledging, and appreciating the team using the above discussed linguistic markers and structuring of each move.

There are instances of politeness in criticism emails as well. Though the use of politeness is comparatively lesser in this email function, there are instances of structuring of criticism emails to make the criticism a little less harsh and also using a few polite linguistic markers. In criticism email, after a serious criticism and reprimand both men and women managers used direct appeal move to tone down or to marginally reduce the effect of the criticism. This is a strategic choice by the managers to keep the team motivated to carry on and perform

better rather than to be bogged down by complete negative thoughts or criticism. There are instances in which both the managers used linguistic politeness markers to cushion the reprimand and criticism. Hedging is one of the strategies of linguistic politeness in criticism email function to tone down direct criticism of their associates or team. These aspects highlight the existence of politeness by way of linguistic usage within the strategic structure of moves in criticism email function.

Overall, it can be asserted that both appreciation and criticism emails display specific parameters of politeness which are dependent on the context of their communication situations. In brief, the type of email function and intention of the manager determines the range of politeness. Use of politeness markers in appreciation email function helps managers to build rapport by appreciating the efforts of the team. Similarly, the use of politeness features in criticism email function is more of a balancing act. Therefore, the use of linguistic politeness in managerial email communication in Indian IT workplace is common across gender and has a strategic purpose to build and sustain harmony within the team.

The analysis indicates the importance of linguistics politeness in the managerial email communication, and it can be observed that both the managers strategically employ linguistic politeness to achieve their communicative purpose. This is similar to findings of a Mohindra & Azhar's study which states that gender differences in the use of language reduce as they move up in the ladder of the organisation (Mohindra & Azhar, 2012, p.98). Moreover, the analysis also confirms the findings of the Mullany's (2004) study that women are equally dynamic in their communication. The linguistic politeness helps both men and women managers to be dynamic in their communication.

7.1.3. Managers use both institutional and relative status flexibly to achieve their organisational goals.

From the analysis of both the appreciation and criticism email function, it is evident that the managers have made use of both institutional and relative status quite flexibly based on the context and situation rather than being conventional by confining themselves to only one kind of power display.

From the analysis of moves in appreciation email, both men and women managers use both institutional status and relative status flexibly according to the context and situation. Earlier research has proved that (Lakoff, 1975; Holmes, 2003, p.121) women use more polite and soft expressions of power while men use more dominant, direct, and authoritative expressions. In appreciation email, both men and women managers use relative status to a greater extent because of the nature of that email function. They use more polite expressions and inclusive tone to build rapport and build the efficiency of the team. Similarly, there are few instances where institutional status is also used by directly referring the associate name and subject position 'I or you' to acknowledge. Though the linguistic structure seems to display hierarchy, in the context, it still expresses relational status of power. Use of different linguistic strategies and adopting inclusive tone in appreciation emails develops the interpersonal rapport, improve the team spirit, and collective sense of achievement. From the above findings, it is evident that both the managers have used institutional status as well as relative status strategically and flexibly in appreciation email communication in Indian IT workplace.

Similarly, in criticism email function both the managers use institutional status to a greater extent in comparison to relative status. In certain cases when the managers feel it necessary to

criticise or reprimand, they don't shy away from using their institutional power in the criticism email function. In this email function, the use of institutional power cannot be perceived as a negative leadership trait. In criticism email, the explicit use of institutional power helps the team reflect back on their work style or their mistakes. On the other hand, the excess use of institutional power in criticism email will create tension or disturb the equilibrium within the team. In order to control such a situation, the managers express relative status of power to keep the team committed to their work.

In brief, both women and men managers have effectively used the criticism email function by strategically structuring and using certain linguistic markers to be effective. Though this is perceived to be a negative email function, Indian managers used this function strategically to improve the efficiency of the team.

Overall, it is clear that appreciation email function uses relative status to a greater extent in comparison to institutional status. Appreciation email function demands the managers to be more polite, inclusive and maintain positive tone in this email function. Whereas, in criticism email function both the managers use institutional status to a greater extent to express their power and authority when the team is not effective in carrying out their work. The use of relative status in this email function is less. Therefore, institutional and relative status in managerial email communication is used flexibly based on the communicative context in the Indian IT workplaces. This also reiterates the findings of a previous study that power asymmetry is determined by the organisational status of the writer and organisational culture (Panteli, 2002). Other studies by Paramasivan & Subramayam (2018) emphasise how power is used to achieve twin purpose of solidarity function and authoritative style. The solidarity function refers to the operation of relative status and authoritative style refers to the operation of institution status. The findings also re-emphasise the fact that power is multilateral, and it

can be observed from the simultaneous operation of relative and institutional status by both the men and women managers.

7.1.3.1. In the modern workplace, managers prefer to operate their relative status.

In the modern workplace, as discussed earlier corporate social order determines the linguistic strategies of managerial email communication. The basic tenet of corporate social order is to make the team effective, productive, cooperative and inclusive. In the context of managerial email communication, both the managers have used relative status to a greater extent which is determined by the corporate social order.

In appreciation email, both men and women managers have used their relative status to a greater extent than institutional status using different linguistic strategies and structuring of the moves. The linguistic resources which help in using relative status are hedges, boosters, attitudinal markers, and mood elements are used as part of linguistic politeness markers.

Similarly, in criticism email function, relative status is also used in the way moves are structured and few other linguistic strategies. The use of hedges and the placement of direct appeal move are part of relative status in criticism emails. Based on the analysis it is evident that both the managers depend on relative status to build interpersonal relationship and create positive energy within the team which would ultimately lead to the effective performance of the team. This shows that both the managers prefer relative status to a greater extent than institutional status in expressing their power and politeness in managerial email communication.

The managers preference to use relative status also reflects the finding of a previous study that soft power is preferred in workplace communication (Ladegarrds, 2011), women use more soft power in the communication (Herring, 2003) and interpersonal strategies are given

more importance in the workplace communication (Jensen, 2009). All these findings also emphasise the importance of relative status or interpersonal resource of the managers in the modern workplace communication.

7.1.4. Corporate social order reduces the gender difference between managers in email communication.

Traditionally, gender is perceived as a biological category, but the modern workplace has made it clear that gender is a sociological category (Holmes & Schnurr, 2006; Litosseliti, 2013, p.11). This is evident in the language styles used by men and women managers.

Analysis of appreciation and criticism email function clearly highlights that there is not much gender difference in managerial email communication in Indian IT workplace. The primary reason for this similarity in managerial email communication is that modern workplace pays more attention to the productivity of the manager irrespective of the gender. This idea is inculcated from the corporate social order, rather than from the community social order. This also indicates that community social order in the modern workplace does not have much impact on their communication. Therefore, it is evident that managerial email communication in Indian IT workplace is determined by the corporate social order rather than on their community social order.

7.1.4.1. Managers of both the genders operate in a similar mode of managerial communication but their style varies in a few instances.

In the analysis chapters, it is clear that both men and women managers operate with similar managerial styles in their email communication but a few differences could be observed. In appreciation email, both men and women managers used more or less similar linguistic strategies to appreciate their team and individuals. There are few differences found between both the managers in terms of the linguistic features used.

In appreciation email function, both men and women managers mostly used a similar style of communication. In expressing the appreciation women managers were quite expressive and explicit in appreciating their team using directives and vocatives. Men managers used fewer vocatives compared to women managers in the appreciation move. The data also shows that women managers have used more marked themes compared to men managers; this highlights the more specific communicative style of the women managers. In addition, there is also slight difference in the usage of nonverbal elements in appreciation email function, men managers have used more non-verbal features compared to women managers. This has broken the stereotype that women use more non-verbal features and emoticons. It proves that manager's communication is more dynamic, and it is the context which determines their communicative style rather than their gender.

In criticism email, both women and men managers criticise and issue reprimands to the employees and teams. Both men and women managers have asserted their power position whenever necessary, and they are candid and direct in their criticism. One important observation in the literature is that men managers prefer more direct criticism in their business communication (Baron, 2002; Barrett & Davidson, 2006), but this study finds a different reality in the Indian context. In criticism email communication it is observed that men managers in some instances soften their criticism through different linguistic cues but on the other hand women managers use more direct criticism to get their point across to the team. This phenomenon may be because women managers could be under constant pressure to prove their leadership roles in the Indian context. So this could be one of the factors which makes them choose to be more assertive and direct in their reprimand and criticism of employees so that they are taken more seriously. At the lexical level, both women and men managers use all the three appraisal types (affect, judgement, and appreciation) to convey their criticism, reprimand and direct appeal in the criticism email function. In criticism email,

both women and men managers use similar linguistic tools to criticise, but they slightly differ in the way criticism and reprimand emails are communicated to their employees.

One more important communicative difference between both the genders is that women managers use more elaboration or background move compared to men managers. One probable reason for this could be that it is the individual style of women managers. It is also probable that women managers are unsure of this managerial role relation and thus extend their communication by giving rationale for appreciation and criticism. In this context, in most instances women managers use more background and elaboration moves to reason out their criticism or reprimand. This also confirms the findings of the previous studies that gender differences reduce as the employees move up in the ladder of the organisation (Mohindra and Azhar, 2012) and support the (Schnurr's 2009, p.286) theorization how femininity is largely determined by the social and organisational structure. Moreover, Ladegaard's (2012) study also shows how masculinity and femininity styles are largely determined by the social context and both genders use a range of linguistic strategies. Despite major similarities, there are also minor communicative differences between men and women managers in expressing their appreciation and criticism in their email communication in Indian IT workplace.

7.1.5. Email communication in Indian IT companies has an informal style, with spoken features and nonverbal elements in written communication.

From the analysis, it is evident that both men and women managers of Indian IT companies have used spoken features in their managerial email communication. The use of spoken features in managerial email communication has a strategic purpose. The spoken features used in both appreciation and criticism managerial emails are non-verbal elements, emoticons and spoken discourse markers.

In appreciation email function, there are quite a few non-verbal elements (all caps, font colour and size) used as part of appreciating and thanking moves. These features are used as a communicative strategy for appreciating and acknowledging the efforts of the team. Though non-verbal elements are closely associated with spoken form of communication, Indian managers use these features as communicative strategies in their email style. In specific, women managers have used more 'all capital letters' in expressing their appreciation to emphasize specific appreciation to the team. Also, findings from the men managers' email writing style seems to contradict the stereotype that women use more emotional expressions than men and showed that men too use several emotional expressions. In these formal email communications, men managers have used comparatively more emoticons to express their appreciation than women managers. These non-verbal features are used to convey their message effectively to appreciate and thank their team.

In Indian managerial email communication, it is also evident that there are quite a few spoken discourse markers used. While email is a part of written medium of communication, in the analysis of appreciation email it is noticed that managers use spoken style frequently to communicate their appreciation or other information. Use of vocative is one of the common features used. It is generally used to draw attention or to indicate the person who is being addressed; both men and women managers have used vocatives with equal felicity. The use of imperative sentence also indicates how managers use spoken style in email communication. These spoken discourse markers are strategically employed by the managers for two purposes: to show a sense of proximity and to convey their appreciation more strategically. By employing spoken discourse markers managers simultaneously indicate the positive politeness and exhibit inclusive tone by using their relative status. Both the managers have used quite a few spoken discourse markers in their email communication. Moreover, it

is also an important linguistic resource to exhibit their interpersonal resources to build the team through email communication.

Similarly, in criticism email function there are instances of spoken discourse markers like interrogatives, spoken discourse style and structure. In addition, the use of non-verbal linguistic features like, use of capital letters, emoticons and exclamation marks are also evident. In the analysis of criticism email function, there are quite a few spoken discourse features identified. These spoken features have a distinctive function and purpose in criticism email function in specific. These spoken features in criticism email function are inferred through the following linguistic and structural features identified; they are interrogative sentences and spoken discourse style and structures.

Interrogative sentences are generally used to ask a question or seek clarity. In the criticism email function, both the managers have in several instances questioned their team and individuals. These questions are primarily to reprimand or seek clarity about the delay or their mistakes or attitudes. In this email function, interrogative sentence is considered as a mark of exhibiting their power or institutional status. Men managers have used more interrogative sentences in comparison to women managers. This shows that men managers express more authoritative power than women managers in their use of interrogative sentences. It is also evident from the analysis that questioning is used as an important tool to criticise, reprimand, disagree, warn, order the team and individual in the team. Moreover, it is an important linguistic resource to exhibit their hierarchical power through email communication.

Managers have used certain spoken communication features in their email communication. These spoken features have been used to convey their point more interactively, effectively and directly to the concerned team member and individuals in the team. These spoken

features are considered as a mark of institutional power where the manager expresses disagreement and shows reprimand. For example, men managers have used spoken phrases like “please keep in mind,” “others carry on,” “I can only say” and women managers have used few spoken discourse features like “Strange. Is that our mistake OK?”, “Stop hiding and own up”, “you be the judge”. These expressions are used to qualify and intensify the criticism and disagreement of the manager towards the team and individual. There are also quite a few examples in which both women and men managers have used spoken style in their email communication. In criticism emails, these spoken features are also part of hierarchical power, because the linguistic cues used were more direct, to reprimand, and order the team. The above examples highlight the intensity of the criticism and how managers exhibit their hierarchical power using these expressions. These spoken features are important to understand how managers use these linguistic resources strategically to convey their criticism and exert their hierarchical and institutional power according to the context and function of the email.

In written communication use of (all) capital letters has specific implication and significance. In general, all CAPs are used when the writer wants to highlight certain key information/idea, to exhibit their anger and emotion in their writing. Especially in formal mediums like email, all capital letters should be used with caution. In the criticism emails, the use of capital letters is considered as a mark of anger and disappointment. In the data, there are instances where certain words are capitalised in order to highlight those with special importance and implications. Both men and women managers have used capital letters in limited instances in the criticism email.

Emoticon is also a part of non-verbal communication used in managerial email communication. Use of emoticons highlights the emotions or the state of mind of the

writer/manager. In the criticism move, one of the men managers has used cheer-up emoticon



. This expression is used to show their approval. In general, it is believed that women managers use more non-verbal cues but, in this context, men managers have used comparatively higher non-verbal features than women managers. This is same with appreciation email function as well; men managers have outnumbered the women managers in expressing their emotions through non-verbal features in email communication. These expressions are used as part of interpersonal use of power. Though email communication is considered as a formal medium of communication in Indian IT workplace, in Indian managerial email communication data, both the managers have used informal style in various instances. Both criticism and appreciation emails showcase the use of several non-verbal features and spoken discourse markers in the Indian email communication in IT workplace.

The objective of using these informal styles within the formal office email medium among the men and women managers is to build rapport with the team and individual. Corporate social order demands that the managers be productive, inclusive, motivating and effective in their communication. In order to reach the expectation and to be an effective manager both the managers use these informal styles in their email communication to be more effective in their managerial email communication.

All the above discussed spoken features are important to understand how managers use these linguistic and non-linguistic resources strategically to convey their criticism as well as build rapport through their emails. It also reconfirms the findings of the previous studies (Kanakanranta, 2005, p.168; Waldvogel, 2005; Alafan, 2014, p.223; Yeoh, 2014, p.61; Jensen, 2009, p.146) that how both linguistic and non-linguistic features contribute to construction of power and politeness in email communication.

7.2. Discussion of the Research Questions

4) Research Question 01 – What are the moves in different email functions of managerial communication in Indian IT workplace?

In the managerial email writing in Indian IT context, both men and women managers use different linguistic strategies to communicate their functions. There are four email moves identified in both appreciation and criticism managerial email functions in this study (Bhatia, 2004, p.26).

In appreciation email function, there are four common moves identified: appreciation, thanking, direct appeal and background and elaboration moves. Each move complements the structure of appreciation email function in managerial email communication in Indian IT workplace. Among these moves, appreciation and thanking serve as major moves and direct appeal and background serve as supplementary moves to the major moves. In appreciation function, mostly the managers use a polite tone to maintain positive work culture, as they acknowledge the efforts of the team and individuals. All the strategies of power and politeness of the managers seem to be constituted within the basic move structures of the appreciation emails.

Similarly, in criticism email function there are four common moves identified from the emails of both men and women managers: criticism, reprimand, direct appeal and background moves. Among these, criticism, and reprimand moves serve as major ones and direct appeal and background move function as the minor moves. In criticism function, both men and women managers expressed their disagreement by exhibiting their hierarchical/institutional power by using direct criticism to make the team and individuals operate more productively. Direct appeal and background moves are used to hint the

managers disagreement indirectly to the team for not completing their work/delay in submission and background moves are used by the managers to validate their direct criticism/reprimand to their team.

Moves play an important functional role in email communications (Alafnan, 2014). The inter sentence and intra-sentence organisation of the move are functional in nature and the moves are structured in a certain pattern to communicate a particular meaning (Swales, 1990; Bhatia, 1993, 2004). In the appreciation email, in most cases, managers start the email with an appreciation move. Through this move, they highlight the contribution and appreciation for the team and individual members of the team. In other cases, thanking move is placed at the beginning of the email. The packing of the moves in the email communication is a strategic act of communication (Bhatia, 2004).

Depending on the context and situation of the email and based on their intended purposes managers organise their moves (Bhatia, 1993). This study highlights the paradigm shift in approaching email communication from the perspective of moves. In addition to the placement of move, the internal linguistic structures of the moves also play a crucial role in communicating the intended meaning. Key linguistics systems like theme-rheme, subject position of the move and lexis—hedges, boosters, and attitudinal markers—play an important in the operation of politeness and power in the email communication (Halliday, 2004). As discussed, earlier organisation of moves in an email and structuring of language within the moves plays a crucial role in determining the politeness and power strategies. This study highlights the functional link between the operation of moves and politeness and power strategies used by the managers. Using moves to understand the operation of power and politeness enables the researcher to understand the complex interplay of social, cultural, institutional and linguistic factors in shaping the politeness and power strategies in managerial email communication.

Research Question 02 – What are the power and politeness strategies used by managers in their email communication in the context of Indian IT workspace?

The power and politeness strategies in email communication are analysed at the levels of words, moves and structuring of moves in the email. Traditionally, politeness and power are studied only as linguistic phenomena and the focus was exclusively on the words and grammatical level (Brown & Levinson, 1987, p.13; Kasper G., 1990, p.51; Lakoff, 1990; Eelen, 2001 and Fukada & Asato, 2004, p.87). In the postmodern theorisation, power and politeness are understood as the concept which encompasses both social and linguistic aspects (Watts J. R., 2003; Bargiela-Chiappini F. &, 2006, p.171; Culpeper, 2011; Mills, 2017, p.157; Culpeper, Haugh, & Kadar, 2017, p.44). So, to have a holistic understanding of power and politeness both social and linguistic aspects need to be analysed in detail. Both the social and linguistic aspects are included in this study by adopting Watts's (2003, p. 49) theorisation of first- and second-order politeness (Clegg, 1997; Clegg & Haugaard, 2000, p.192 and Clegg, Courpasson, & Phillips, 2006, p. 65) and framework of power. In appreciation email, managers majorly use words as a source to express their positive feelings and describe the employees' qualities and achievement. In addition, they also enact their politeness by structuring the moves (Swales, 1990; Bhatia, 1993 & 2004). In most of the appreciation emails, managers start the appreciation email with a thanking move or with appreciation move which expresses their positive appreciation. In appreciation email it could be seen how first-order politeness— motivating and providing due credit to the employees; expressing positive feedback and acknowledging their effort and creating competitive and positive work environment—are achieved through second-order politeness— attitudinal markers, hedges, boosters, thematisation, processes, mood and non-verbal features. These linguistic subsystems aid in constructing the first-order politeness. From the analysis in

the previous chapters, we could see how first-order politeness and second-order politeness reflect the social and linguistic factors that construct the appreciation email communication (Watts J. R., 2003).

When compared to the appreciation email the operation of first-order politeness and second-order politeness differ in the criticism email. In criticism email, managers deliver the criticism by using the words and structuring of the moves. In criticism email, the first order politeness: reprimanding the teams' or individual's behaviour disagreeing with the decisions or ideas re-energising the team spirit guiding the team are achieved through second-order politeness: Hedges, attitudinal markers, thematisation, questioning, processes, mood and non-verbal features. In both kinds of emails, managers use words and moves to convey their appreciation and criticism. In both appreciation and criticism, managers have used politeness strategies differently to achieve their first order goals. In appreciation emails, managers use appreciation and reward as their positive politeness strategy. In criticism emails, managers use questioning, direct appeal move and hedges to soften their criticism and to mitigate the demoralising effect on the employees.

The operation of power in appreciation and criticism emails is subtle. In appreciation email function, the institutional position gives the managers to enact their roles of appreciation and they also assert their soft power by reminding the employees about their goals in the appreciatory tone (Clegg, Courpasson, & Phillips, 2006). They also exert their relative status through the use of lexical devices which help managers project themselves as approachable, reasonable and resourceful.

Similarly, in criticism email function, the managers use their institutional position to convey their criticism forcefully and effectively through lexical choices and move structuring. They also exert their relative status by the use of direct appeal move and

soften their criticism through hedges. Managers operate relative status in the criticism email by hinting the problem and providing directions for solving the issue. Moreover, they also end their email with a note of appeal to complete the work according to the information stated. This appeal in the criticism is used for a strategic purpose which indicates the operation of relative status in the criticism email.

Research Question 03 – How do men and women managers differ in the way they use politeness and power strategies in email communication in the context of Indian IT workspace?

In this study, it is observed that both men and women managers are highly influenced and bound by the corporate social order (Bargiela-Chiappini F. &, 2006). The influence of corporate social order makes both men and women managers focus extensively on improving the team performance and attaining the goals set by the organisation. There is no significant variation in the managerial style adopted by both men and women managers in their respective email communication. But there is a variation in the techniques used by both men and women managers in their email communication.

Managers of both genders exercise their institutional status and relative status in multiple instances of their email communication. In this study, it is also observed that the findings of this study do not concur with the findings of the previous studies (Brown and Levinson, 1987, p. 55; Lakoff, 2004, p.18; and Eckert, 2014, p. 529) which identified and projected that both men and women have a distinct set of managerial styles. In this study, both men and women use similar style of communication in most instances, but they vary in language in certain instances. This indicates that managerial style is not a static entity (Litosseliti & Sunderland, 2002; Holmes & Schnurr, 2006 and Litosseliti, 2013). Managerial style is largely governed by the professional social order defined by

the institution. So the professional environment and norms in the institution provide the value system which the company expects their managers to implement in the organisation through their organisational skill. Briefly, managerial style is a context-bound factor, and it is bound to values of the organisation. In this scenario, irrespective of their gender they both try to emulate the managerial style promoted or valued by the organisation. This maybe why we find both men and women adopt a similar managerial style in their internal email writing.

7.3. Pedagogical implications of the study

In the field of professional discourse, few research studies address the Indian workspace context (Szesny, Bosak, Neff & Schyns, 2004; Kaul & Patnaik, 2006; Khandekar & Sharma, 2005 & Shanker, 2008; Kaul & Kulkarni, 2010; Kaul, 2012). The present thesis has immense pedagogic value to the field of teaching of English for Specific Purposes (ESP) in the Indian context. This research study in the multilingual and multicultural Indian context provides insights into the operation of professional discourses and linguistic patterns used in Indian workspace contexts. Findings of this study will help research community notice the gender differences in politeness strategies and operation of power in managerial email communication in Indian workspaces and based on the philosophy of the organisation incorporate this knowledge in the managerial training curriculum to bring out the desired social order. Specifically, the findings can lead to developing materials and innovative pedagogical techniques to teach different aspects of managerial and business communication in Indian IT workplace context.

In the globalized scenario, India is the one of the offshore destinations for IT companies across the world. The number of employees hired in this industry has multiplied and the

employees have to work across borders in most cases thus providing exposure to cross-cultural working environment. This has given rise to a new culture which is different from the traditional workplace culture of India. Findings of this study provide academic insights into workplace discourse and help the IT organisations to understand their communication patterns better. These findings would be of great value in general to the workplace culture in any organisation where men and women are employed in managerial positions. This study recommends the following pedagogic implications for managerial corporate training, B-school communication pedagogy and recruit training in the IT companies.

- For managerial corporate training the genre-based pedagogy can help and train managers to judiciously use both relative and institutional power effectively.
- Using genre-based pedagogy will help the new managers and students training to be business leaders to understand the range of interpersonal resources available to communicate their point effectively and affirmatively without sounding rude.
- The genre-based pedagogy will enable learners and make professionals understand the importance of structuring of moves in the professional communication. Moreover, the training can enable learners and professionals understand how they structure their moves depending on the macro and micro context and communicative purpose.
- The genre-based pedagogy is essential because it increases the meta-linguistic awareness of the learners and professionals. This meta-linguistic awareness empowers the language users to choose from the range of options available to them.
- The gender-based pedagogy also trains the learners and professionals to understand how gender-sensitivity can be achieved by the choice of language and structuring of the moves.

- Developing teaching materials and supplementary materials using genre theory will make the learning materials closer to real time workplace experiences.
- The genre-based pedagogy can train the learners and professionals to understand how they can operate their power and politeness using the move structure and linguistic choices available to them.
- In the age of multimedia, the genre pedagogy also incorporates the non-verbal cues and elements in both professional written and spoken communication.
- Developing the teaching materials using genre theory and real time corpus data will help the material developers to incorporate the Indian style of language use and move structuring in materials.
- Developing the teaching materials using genre theory will help the material designer to include 1) institutional role, 2) politeness use, 3) power relation and 4) understanding corporate social order into the email communication and other professional communication materials.

The above discussed pedagogic implication and benefits are important in today's professional communication teaching and learning. The pedagogic recommendations are important to prepare the young generation for the global professional environment which places more importance on the professional communication within and outside the institution. So, it is imperative to prepare the aspiring professionals and already in-service managers for the modern professional world. In this context genre-based pedagogy will play an important role. Because in genre pedagogy, email and other professional genres are treated as an important communicative genre in business communication. Findings and recommendations of this study will help in making email genre pedagogy more effective and relevant for the modern business classroom and workspace.

7.4. Limitations of the Study

There are few limitations identified in this study. The key limitations of the study are listed below.

- This study has used a specialized corpus of emails (315 emails of 12 managers) to study the power, politeness, and gender difference in Indian email communication. To make generalisation in terms of gender difference larger corpus data is required.
- This study completely relies on the corpus data. Due to confidentiality reasons managers were unwilling to take part in the interview. Having interview data would helped in deeper understanding of managers' perspectives.
- This study excluded the responses of the employees to the managerial emails. The study of the replies of the employees could help in understanding effect of the managerial emails on the employee's perspective. Due to limited resources in terms of official permissions, confidential clauses, and constraints of time, this study did not look into the effect of employees' perspective in the analysis.
- This study could not combine and compare the managers' and employees' perspectives through interview data. Other larger scale studies could combine these two perspectives.
- More holistic understanding of the managerial email communication can be got using ethnographic methodology but in this study, it could not be used because of the practical concerns and difficulty in getting official permission to be an insider in an IT office.
- More managers could not be included in the study because most of the managers are not open to share their internal communication. In the study 12 managers both men

and women agreed after lots of persuasion, assurance the data will be confidential, as this might impact their appraisal in their respective companies.

- In this study, the view of the management about their managers and employees was unobserved because the top management leaders like CEO, Directors and Chairperson expressed hesitation to participate in the study.
- In this study, reflective interviews with managers were not conducted because managers expressed unwillingness to talk about their internal discussions in open forum. However, the reflective interviews could provide deeper insights into the data.

Despite these limitations this study has made significant contribution to the field of business email communication in Indian IT communication literature.

7.5. Recommendations for Future Studies

This study will pave way for further research in Indian managerial workplace context. In India, the study of managerial communication is in the formative stage. In this context, this study looked at the internal managerial email communication in the IT workplace. The field of workplace communication research has lots of research opportunities. The key recommendations for the future studies are listed below.

Future studies can:

- study managerial communication using holistic approach by including the perspectives of all the stake holders.
- focus on the effect managerial communication style on the employees or team members. Exclusively focusing on the receivers' perspective will provide more insights into the managerial communication style in Indian context.

- conduct research in the field of managerial communication using other forms of internal managerial communications like business meeting, reports, WhatsApp communication and other aspects. Studying different genres of internal communication provide interesting information of how managerial style changes according to the medium of communication.
- use ethnographic methodology or longitudinal methodology to understand the team synergy and how managerial communication impacts the team synergy at different time periods.
- compare external communication and internal communication of managers to have an overall understanding of managerial email communication in Indian IT workplace.

The future studies can try to incorporate above mentioned recommendations to enrich the Indian workplace business communication literature.

This study has explained how power, politeness and gender difference in managerial email communication in the Indian IT workplace context. The linguistic analysis of the emails reveals that power and politeness operate through lexis, phrase and sentence construction. Moreover, the study also shows how gender difference operates in the email construction. In brief, the subtle operation of power, politeness and gender difference can be observed in the language used in the emails. This study is an attempt to explore the dynamics of internal email communication in the Indian workplace. More studies, in this field of study would enable the researchers to understand the other factors that affect internal managerial email communication in the Indian IT workplace.

APPENDICES

Appendix – 01



Institutional Ethics Committee University of Hyderabad

Justice TNC Rangarajan
Chairperson

Prof. Geeta K. Vemuganti
Member Secretary

Decision Letter of Institute Ethics Committee

IEC No.			
Application No:	CH/IEC/2019/140	Date of review	24-04-2019
Project Title:	Politeness, Power and Gender in Managerial Email Communication in Indian IT Companies		
Principal Investigator/ Co-PI:	PI: A. Dinesh Co-PI: Dr. Joy Anuradha		
Participating Institutes if any	-----	Approval from Participating Institute	-----
Documents received and reviewed	Protocol, ICR		
In case of renewal submission of update	-----		
Decision of the IEC:	Approved after the conditions suggested at the IEC meeting were fulfilled on 10/05/2019 Duration: One year from date of approval		
Any other Comments Requirements for conditional Approval	-----		
Members Present	Sri Justice Rangarajan, Prof. Geeta K. Vemuganti, Dr. C.T. Anitha, Dr. Naga Lakshmi, Dr. Sumita Mishra, Dr. Suvashree Raza, Dr. Savitri Shrivastava, Smt. Vimala Sthanikam, Dr. Insaad Ahmed		

Please note:

- Any amendments in the protocol must be informed to the Ethics committee and fresh approval taken.
- Any serious adverse event must be reported to the Ethics Committee within 48 hours in writing (mentioning the protocol No. or the study ID).
- Any advertisement placed in the newspapers, magazines must be submitted for approval.
- The results of the study should be presented in any of the academic forums of the hospital annually.
- If the conduct of the study is to be continued beyond the approved period, an application for the same must be forwarded to the Ethics Committee.
- It is hereby confirmed that neither you nor any of the members of the study team participated in the decision making/voting procedures.

Chairperson

[Signature]
(Justice Rangarajan)

Chairperson
Institutional Ethics Committee (IEC)
School of Medical Sciences
University of Hyderabad
Hyderabad-500 046

Member Secretary/Convener

[Signature]

Dr. C.T. ANITHA M.D., MSc
Associate Professor
School of Medical Sciences
University of Hyderabad
Hyderabad-500 046, India.

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Tel (O) : +91-040-23135470 / 23013279

E-mail : iec_uoh@uohyd.ernet.in, deannmd@uohyd.ernet.in

Appendix - 02



Centre for English Language Studies
University of Hyderabad
Central University P.O., Hyderabad – 500 046

No: 01/2017

14th February 2017

Sub: Help for gathering data for research

TO WHOMSOEVER IT MAY CONCERN

A. Dinesh (14HGPH04) is a registered PhD research scholar at the Center for English Language Studies, University of Hyderabad. He is working on the topic "*A Study of Gender Difference in Managerial Communication: Power and Politeness in Indian IT Workplace*". His research study will have implications for Professional Communication in the Indian context. The data collected will be used only for research purposes, and it will be kept confidential.

I request you to help A. Dinesh to interact with the managers and allow him to gather data for his study from your organization.

A handwritten signature in blue ink, appearing to read 'Shanta Mishra', with a horizontal line underneath.

Director

DIRECTOR
Centre for English
Language Studies
University of Hyderabad

Appendix – 03



Centre for English Language Studies
University of Hyderabad
Central University P.O., Hyderabad – 500 046

No: 01/2017

14th February 2017

Sub: Help for gathering data for research

TO WHOMSOEVER IT MAY CONCERN

A. Dinesh (14HGPH04) is a registered PhD research scholar at the Center for English Language Studies, University of Hyderabad. He is working on the topic "*A Study of Gender Difference in Managerial Communication: Power and Politeness in Indian IT Workplace*". He's been a research scholar at CELS, University of Hyderabad since July 2014. Mr. A. Dinesh (14HGPH04) is hard working and a dedicated research scholar. His research study will have implications for Professional Communication in the Indian context. The data collected will be used only for research purposes, and it will be kept confidential.

I request you to help A. Dinesh to interact with the managers and allow him to gather data for his study from your organization.


16 Feb 2017
Research Supervisor
Assistant Professor
Centre for English Language Studies
School of Humanities
University of Hyderabad
Hyderabad-500 046

Appendix – 04



Centre for English Language Studies
University of Hyderabad
Central University P.O., Hyderabad – 500 046

Mr. Name of the Manager
Designation
Address

15 July 2017

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN ORGANISATION NAME

Dear Manager Name,

My name is A Dinesh, and I am a PhD Research Scholar from University of Hyderabad. My PhD Research topic is “Power, Politeness and Gender in Managerial Email Communication in Indian IT workplace”. For my research, I am interested to choose <Name of the organisation>, as one of the data site. The research I wish to conduct for my PhD thesis involves professional managerial Email communication.

This study specifically tries to understand the different language strategies used by both men and women managers in their email communication within the organization. As part of my data collection, I would like to collect the email communication from managers of both the genders. This research is being conducted under the supervision of Dr. Joy Anuradha, Centre for English Language Studies, University of Hyderabad. I have provided you with a copy of my research proposal in brief, requesting for permission letter from the department and from my research supervisor.

As a responsible researcher, I promise that confidentiality of the data (Email Communication of managers from both the genders) will be maintained. The researcher’s interest is only to look for the language used by men and women managers, related to power and politeness. Organisation name, personal names and other confidential details will not be included in the data analysis. Once the analysis of the data is done, the researcher is willing to share the data analysis before publication if, required by the organization.

I hereby declare that I will maintain the confidentiality of the data and use the data only for research interest.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A Dinesh'.

A Dinesh,
PhD Research Scholar,
Centre for English Language Studies,
University of Hyderabad

Appendix – 05

Power Point Presentation used during the Corporate Presentation



Content

- ☐ About Center for English Language Studies
- ☐ My Research Study
- ☐ Data Site for the Study
- ☐ Rationale for IT in India, Gender, Power and Politeness
- ☐ Ethical Consideration
- ☐ How this Study will add value to the organization
- ☐ Data collection

About Center for English Language Studies, UOH



- ☐ English Language Teaching
- ☐ English use Across Discipline
 - English in Classroom
 - English for Doctors
 - English for Lawyers
 - English for IT professionals, Etc.,

Aim of the Study



❑ This research tries to explore the different language strategies used by both male and female managers to express their concerns and disagreements with their team members.

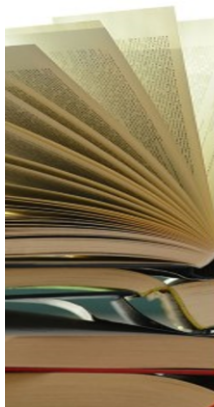
❑ Specifically, this study attempts to explore the **Email communication by managers to their colleagues within the company.**

Data Site for the Study



- Product Based Company
- Mid-level Company
- Start-Up

Ethical Consideration



- As a responsible researcher, I promise that confidentiality of the data (Email Communication of managers from both the genders) will be maintained.
- The data will be kept highly confidential. The researcher's interest is only to look for the language used by managers of different genders, related to power and politeness.
- Organization name, personal names and other confidential details will not be included in the data analysis.
- Once the analysis of the data is done, the researcher is willing to share the data analysis before publication if required by the organization



How this study would add value to the Data Site

- Findings of the study will enable gender sensitive email communication strategies.
- Study will create awareness about different communication styles in Email communication.
- Researcher will come up with a list of language use which is the source for miscommunication in Email.

Data Collection



- Internal Email Communication of Managers 3-4 Male and 3-4 Female Managers Communication of any Context
- The research data will provide interesting insights if you could share around 40 to 50 email communications of each manager

Politeness: Sample Analysis

Hi Team,

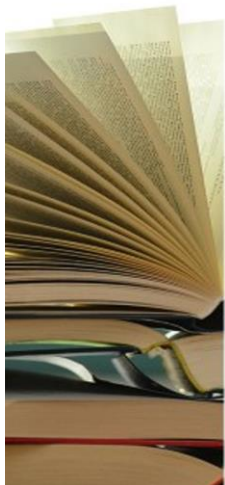
Few points for **our** action and attention. **Just a reminder** to keep **our** memory rejuvenate and feel **we** have a responsibility to do. (Attached mail for reference....)

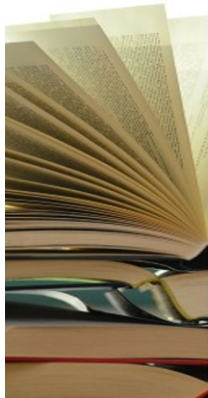
We have to be more **energetic and responsible** and initiative in the work. **We work as a team** and **everyone's presence** and **contribution is very much required**. It should not be like all tasks are others responsibility and **we have our own** personal reasons and constraints to stay away with limited involvement. **Each person** from juniors to seniors have their **own** personal life. **even myself**...□ To make it precise **we work in a private organization and not in a Public limited company, more over in an IT service company where we can't relax in easy chair**.....and performance goes as only keyword.

I prefer each individual to have their performance moved up. That gives a difference and shows how and who we are.....

To Quote "Personal Productivity and Performance growth is personal responsibility, it is not others responsibility". So decide how you need to be.....

We are doing a good work so far and keep that always...a team that makes difference. **We are capable and have the potential within us to achieve the heights. Nothing stops us** if we have the will and I always **feel there is nothing impossible** if we wish and have the courage.





Employee to Manager

Forwarded message-----

From: **M1**
Date: Wed, Nov 12 2015 at 9:11 PM
Subject: **YYY**
To: **Male Manager**
Hi DDD,

I'm so sorry for the delay in sending the chapters. Since the document is full of equations and numbers, it is taking more time to proofread 167 pages and I thought I shall complete it working through the night. Unfortunately, I could not complete it. I'm sorry to not keep you posted as I saw that the due date 11 December in the mail. I shall work on Chapter 3 and I shall send it for review tonight. I'm sorry for the delay and please excuse the delay in posting the chapter.

Thanks,

ZZZ

----- Forwarded message-----

From: **M1**
Date: 17 Sat, 2015 at 5:10 PM
Subject: **YYY**
To: **Team Leader**
Cc: **Male Leader**
Hi, CCC

I am sorry to have missed that edit. I had deleted that correction by mistake while I reviewed the chapter. I am reviewing the next chapter to make sure that everything is alright.

Thanks,

ZZZ

Power in Email Communication



From: **F1**
Date: Thu, Feb 13 2015 at 10:43 PM
Subject: **AAA**
To: **Male Employee**

The whole project got derailed because of you. So, stop hiding now and own up!

ZZZ

----- Forwarded message-----

From: **F1**
Date: Fri, Aug 14 2015 at 8:39 PM
Subject: **BBB**
To: **Male Employee**

I am also forwarding a chain of mails to you which shows how many times the copy has been written over since your first response and returned to the square one draft. Not that I mind it. But I will not let anyone put me down for something that was not my fault.



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