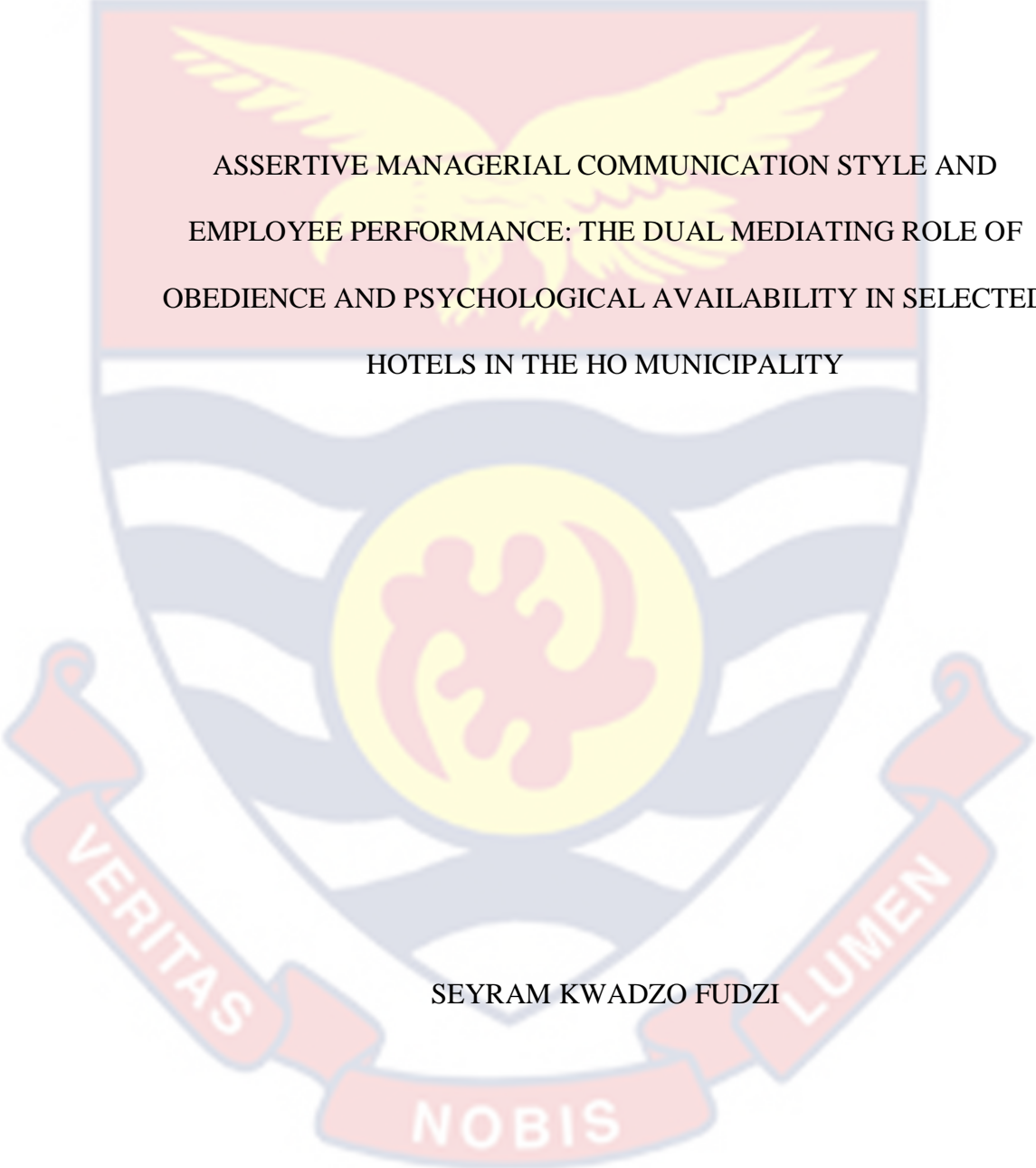


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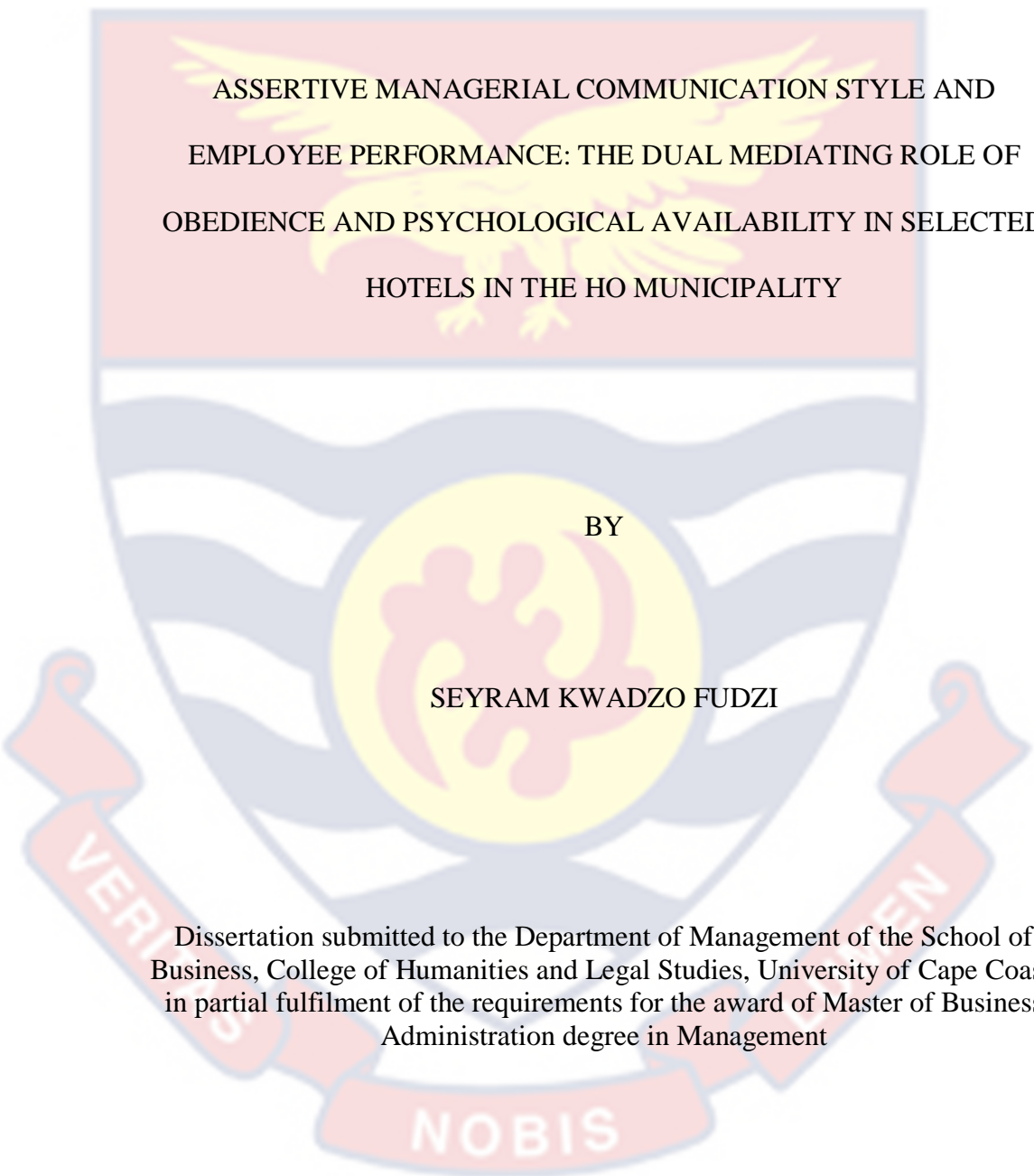


ASSERTIVE MANAGERIAL COMMUNICATION STYLE AND  
EMPLOYEE PERFORMANCE: THE DUAL MEDIATING ROLE OF  
OBEDIENCE AND PSYCHOLOGICAL AVAILABILITY IN SELECTED  
HOTELS IN THE HO MUNICIPALITY

SEYRAM KWADZO FUDZI

2023

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The background of the page features a large, faint watermark of the University of Cape Coast crest. The crest is a shield with a red top section containing a yellow eagle with wings spread. Below the eagle is a white section with blue wavy lines. The center of the shield is a yellow circle containing a red stylized figure. At the bottom is a red banner with the Latin motto 'VERITAS LIBERABIT VOS' and 'NOBIS' written below it.

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BY

SEYRAM KWADZO FUDZI

Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Management

JANUARY 2023

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: ..... Date: .....

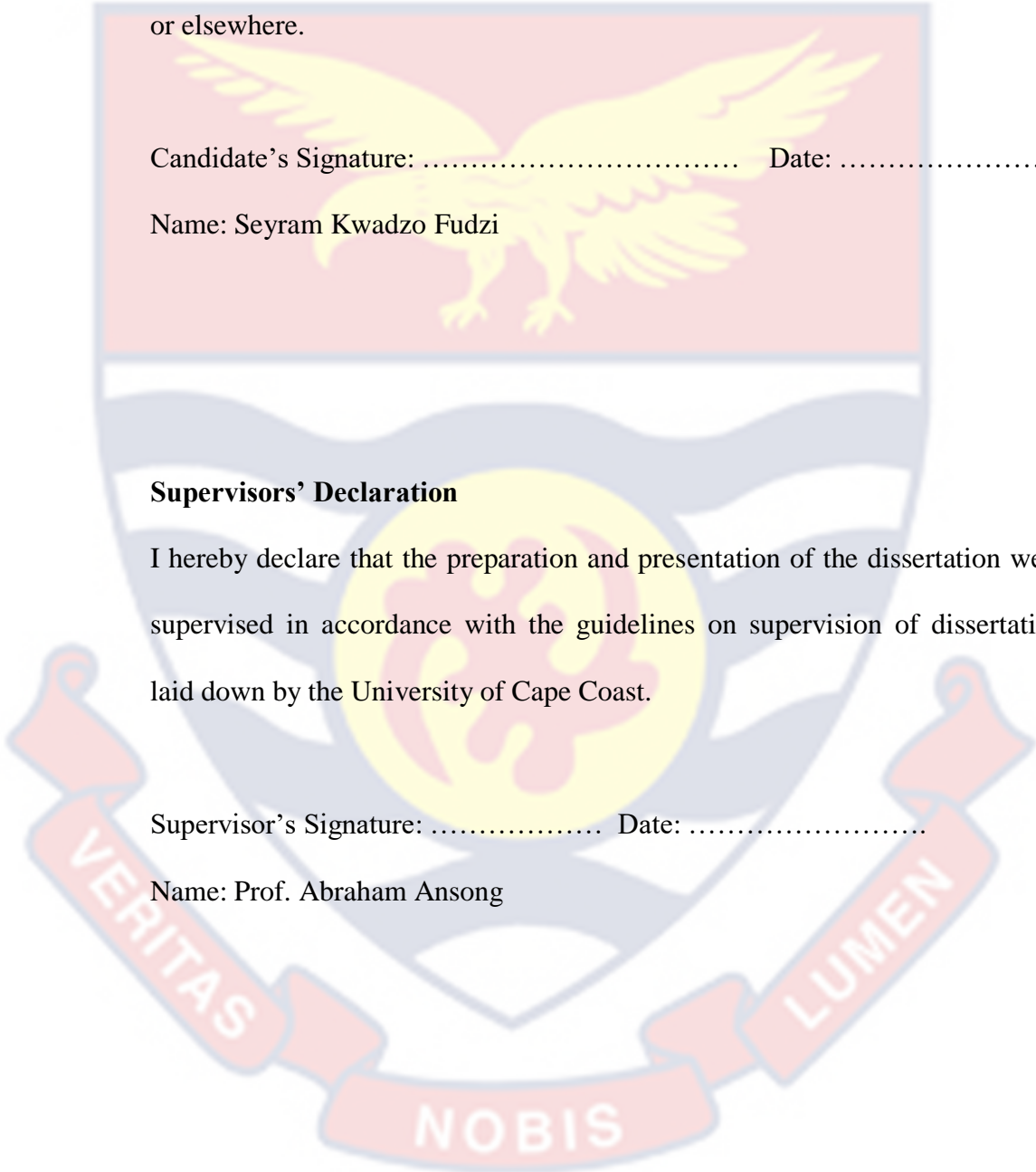
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### Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

Name: Prof. Abraham Ansong



## ABSTRACT

The study examined the nexus between assertive managerial communication style and employee performance through the dual mediating role of employee obedience and employee psychological availability. Primary data were collected from 162 employees of Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality with questionnaire as its data collection tool. Partial least square estimation technique was used to analyze the study data. The study was guided by explanatory research design. The main finding of the study was that the nexus between assertive managerial communication style and employee performance is negative and significant. Also, the study found that the nexus between assertive managerial communication style and employee performance is partially mediated by employee obedience. Besides, assertive managerial communication style perceptions are found to have indirect link with employee performance through employee psychological availability. Hence, it was recommended that the managers of hotels should be more responsive to employees by seeking for innovative ways of communicating and addressing their complaints and concerns through assertive managerial communication style. This is because such initiatives will enhance their chances of improving their performance both financially and non-financially. Again, the managers of hotels should pay attention to employee obedience and improve their psychological availability as the means through which their assertive managerial communication style converts into employee performance.

**KEY WORDS**

Assertive

Communication

Obedience

Performance

Psychological

Mediating role

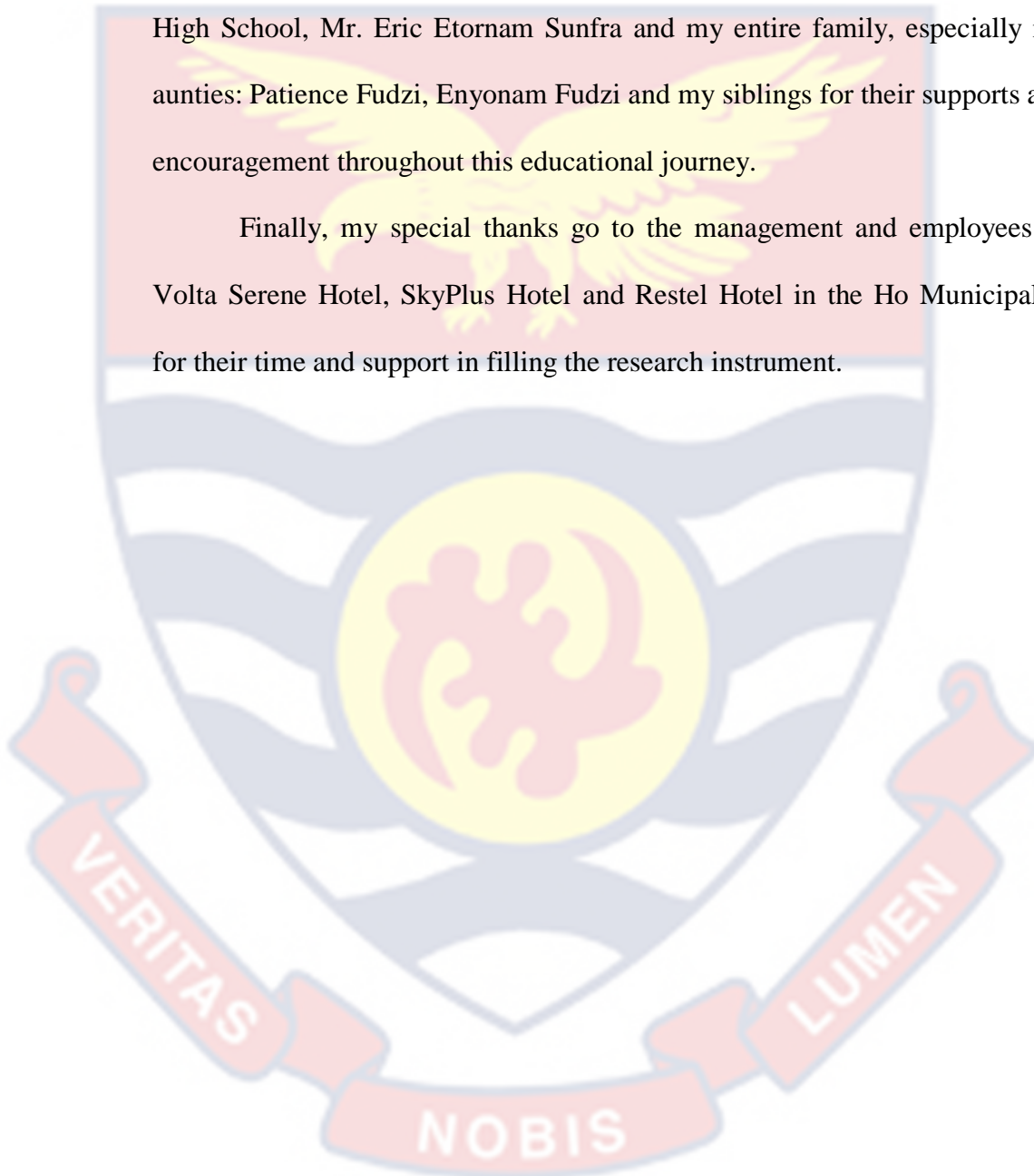


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Secondly, I would want to thank the Headmaster of Agotime Senior High School, Mr. Eric Etornam Sunfra and my entire family, especially my aunties: Patience Fudzi, Enyonam Fudzi and my siblings for their supports and encouragement throughout this educational journey.

Finally, my special thanks go to the management and employees of Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality for their time and support in filling the research instrument.





## DEDICATION

To my son Sedem Remy Fudzi and my mother Florence Ama Gedze.



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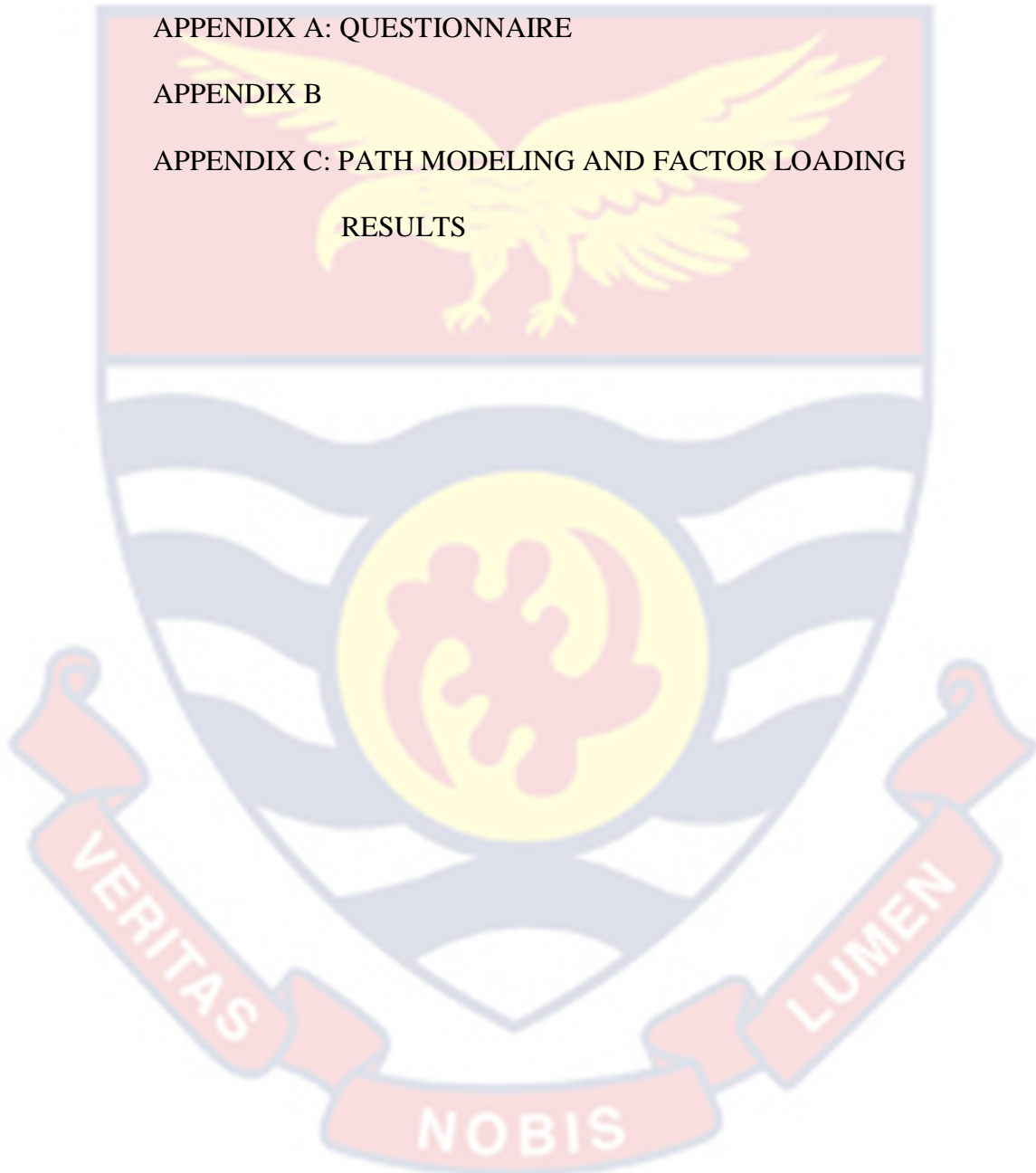
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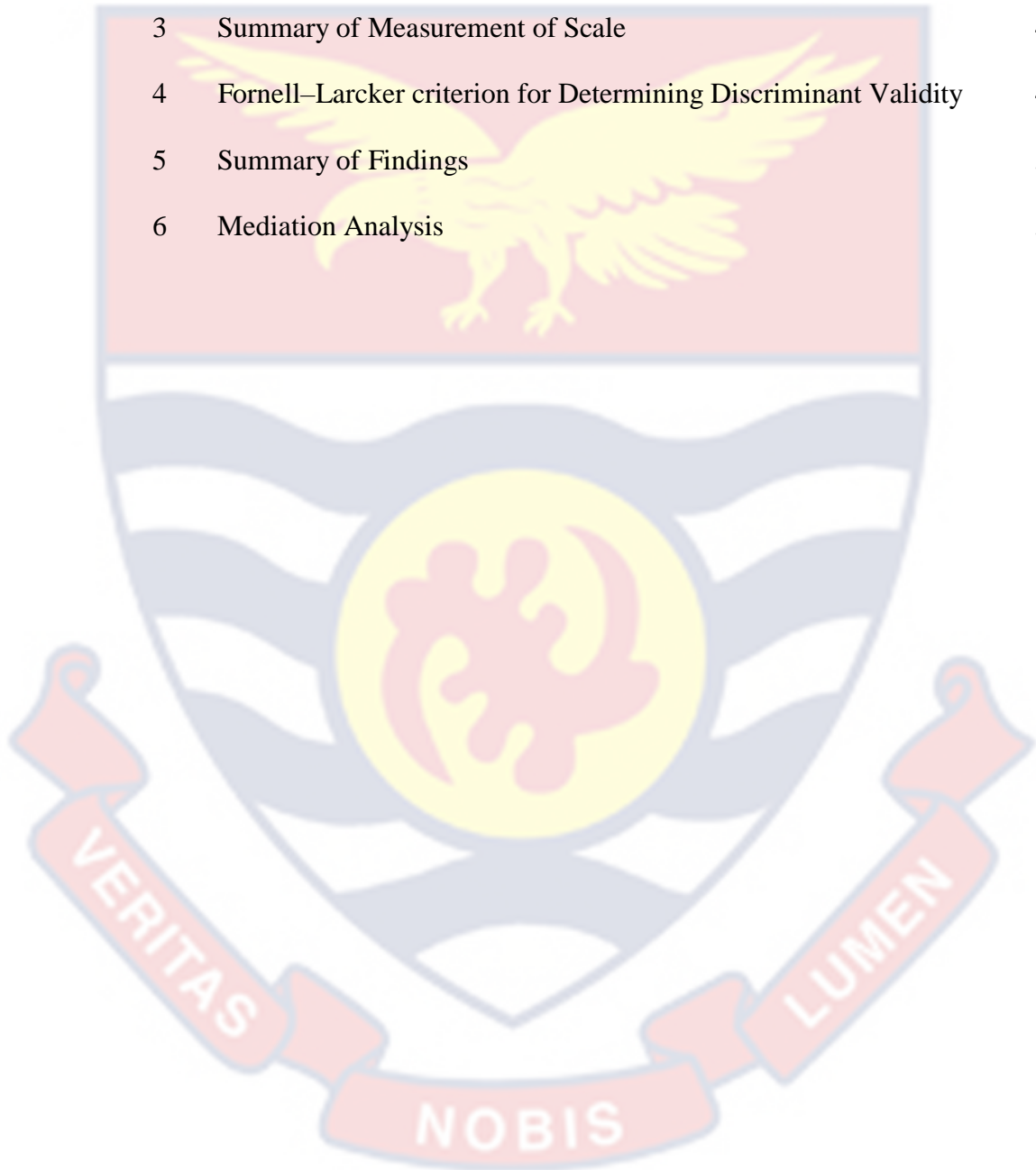
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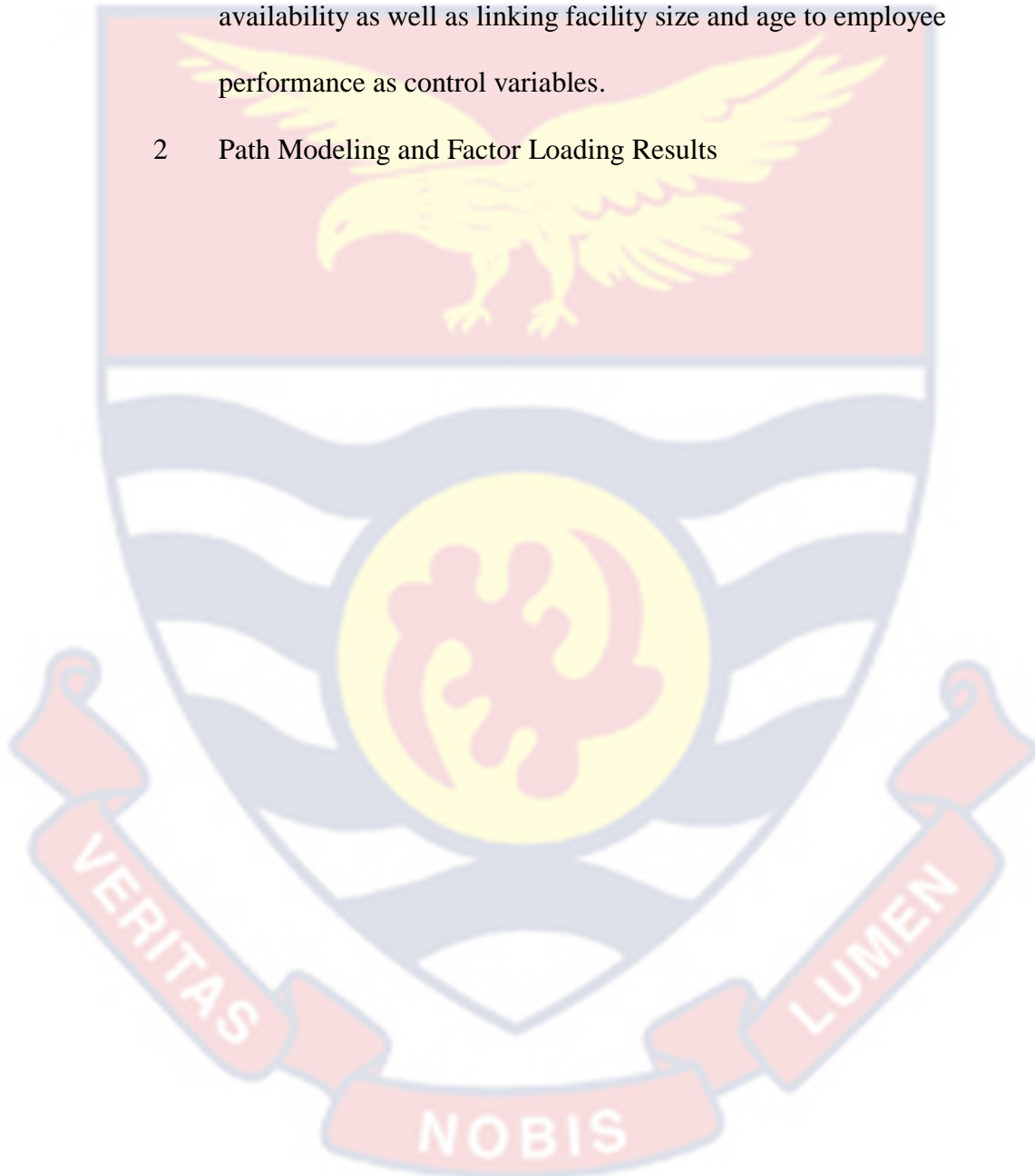
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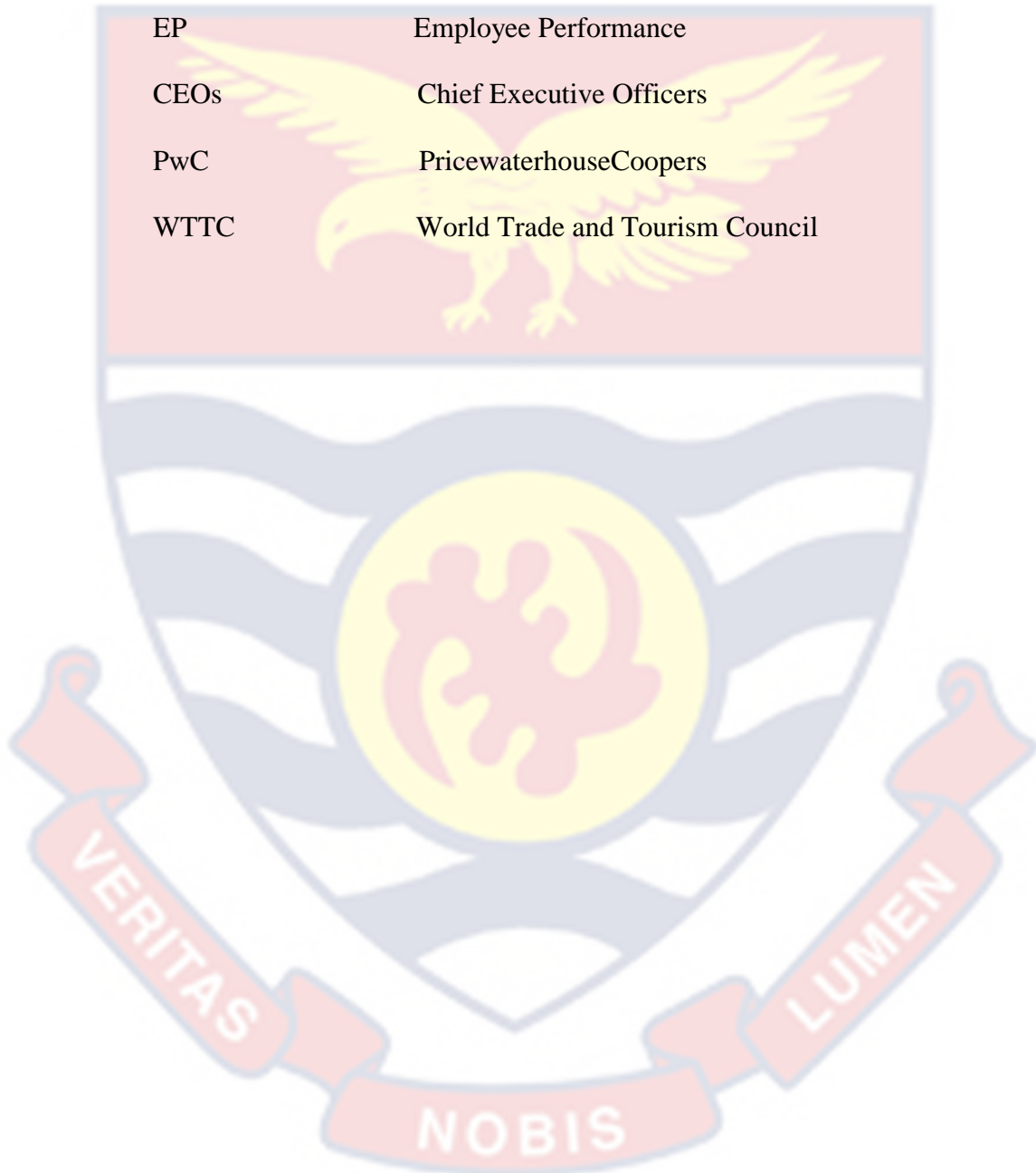
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### LIST OF ACRONYMS

AMCS	Assertive Managerial Communication Style
EO	Employee Obedience
EPA	Employee Psychological Availability
EP	Employee Performance
CEOs	Chief Executive Officers
PwC	PricewaterhouseCoopers
WTTC	World Trade and Tourism Council





## CHAPTER ONE

### INTRODUCTION

#### **Introduction**

This chapter of the study captures background information on the influence of assertive managerial communication style on employee performance through the dual mediating role of employee obedience and employee psychological availability. Precisely, the chapter focused on the background of the study, statement of the problem, research objectives, research questions, significance of the study, delimitation of the study, limitations of the study and organisation of the study.

#### **Background to the Study**

Along with the increasing attention paid to improved employee performance among organisations in the hospitality industry, is also the need for such organisations to focus more on strategies to attain that feat (Elkhwesky, Salem, Ramkissoon & Castañeda-García, 2022). Assertive managerial communication style has been employed by many organisations such as hotels as an effective tool in this regard (Santos-Iglesias & Byers, 2020; Zhang, 2020). Smith, Neely, Dennis, Miller and Medina (2022) termed assertive managerial communication style as the most effective form of communication that features an open conversation while not being overbearing.

It has been advanced that assertive managerial communication style is aimed at win-win situation, balancing ones' rights with the rights of others (Paterson, 2022). Assertive managerial communication style is recognised as a vital conduit for inspiring employees' responses (Huang, et al, 2022;

Norawati, et al, 2022) as well as establishing and improving mutual respect between managers and employees (Im, Kim & Miao, 2021). Some scholars also reasoned that assertive managerial communication style involves organisational managers engaging in open communication that enable employees to express their needs, desires, ideas and feelings (Priola, 2016; Raina & Roebuck, 2016).

According to CEOs in the hospitality industry, assertive managerial communication style is a crucial factor that determines the performance of employees and the organisation as a whole (Im, Kim & Miao, 2021). This implies that employee performance is reliant on the extent to which managers communicate effectively with their employees. In Ghana, the concept of assertive managerial communication style is regarded as a vital component that improves balanced communication, free expression of ideas, feelings among others (Donkor, Dongmei & Sekyere, 2021).

As a result, the CEOs in the hospitality industry are committed to employing assertive managerial communication style in the hospitality industry to serve as an important communication tool because of the believe that, assertive managerial communication style of these organisations have become key driver of employee performance (Donkor, Dongmei & Sekyere, 2021). According to Men (2021), the motive behind hotels' engagement in assertive managerial communication style is the potential benefits they gain if they are considered as improving employee performance.

Also, some researchers (Smithet al., 2022; Yao, Kuai & Wang, 2022) have posited that one of the reasons why hotels use assertive managerial communication style is to earn employee performance. According to Lwehabura and Matovelo (2000), assertive managerial communication style

creates mutual understanding and fulfilling objectives. Assertive managerial communication style enables managers to respect the needs of employees and go through the mental process of assessing how, and what they need to know. In addition, Elkhwesky et al. (2022) also explained some reasons why assertive managerial communication style influences employee performance.

First and foremost, firms that are committed to using assertive managerial communication style tend to hear the needs, desires, ideas and feelings of their employees. They observed that such companies tend to be more responsive to employees and also care for their wellbeing.

According to the social exchange theory (Goodwin & Ross, 1992), when employees believe that their company engage in an open communication where they can express their needs, desires, ideas and feelings, their performance improves. Aeni and Kuswanto (2021) posit that hotels tend to improve the performance of their employees by making them obedient and enhancing their psychological availability. In addition, the social identity theory also stipulates that employees tend to associate with firms that engage in an open conversation where they can express their feelings, desires and expectations (Ahmed, 2022). This suggests that as hotels engage in assertive managerial communication style to meet employee's needs, desires, ideas and feelings, the hotel is more likely to make employees obedient (Maryani, Entang & Tukiran, 2021; Supratman, Entang & Tukiran, 2021) and also enhance their psychological availability (Saks & Gruman, 2011; Gabriel & Aguinis, 2022; Li, Xu, Waters, Yang, Wu & Wu, 2022) which, in turn, could lead to employee performance (Obadimeji & Oredein, 2022; Norawati, Lutfi, Zulher & Basem, 2022).

Thus, assertive managerial communication style could affect employee performance through the mediating mechanisms of obedience (Aeni et al., 2021) and psychological availability (Li et al., 2022). Other scholars (Dasgupta, Suarb & Singh, 2013; Pawirosumarto, Sarjana & Muchtar, 2017; Gomez, 2022; Lee & Kim, 2021) advanced that companies in the hospitality industry tend to be more concern about their employees' obedience and psychological availability which could result into employee performance. Empirically, Lee (2022) posits that by adopting assertive managerial communication style, firms such as hotels will generally enhance the extent to which employees obey and become psychologically available which, in turn, will improve their performance.

Proell, Zhou and Nelson (2022) also tend to support the notion that when organisations such as hotels adopt and implement assertive managerial communication style, they are more likely to enhance employees obedience level as well as improve their psychological availability which, in turn, will lead to their performance. Arguably, hotels with higher commitments to adopting assertive managerial communication style are more likely to ascertain employee obedience and psychological availability. In this study, the researcher examined the link between assertive managerial communication style and employee performance through the transmission mechanism of employee obedience and psychological availability.

### **Statement of the Problem**

Organisational survival and continued existence are reliant on the extent to which employees are able to perform on their job. It has been argued (Lee & Kim, 2021; Li et al., 2021) that one of the mechanisms through which



organisations can increase their employee performance is through engaging in assertive managerial communication style. Even though, some scholars have empirically examined the nexus between assertive managerial communication style and employee performance (Men, 2021; Smith et al., 2022; Yao, Kuai & Wang, 2022; Zhang, 2020; Amadu & Anyarayer, 2022; Tuffour, Gali & Tuffour, 2022), their results were rather inconclusive.

For instance, Amadu and Anyarayer (2022) examined the effect of assertive managerial communication style on employee performance and found that, employee performance is largely influenced by how employees perceive their organisation's assertive managerial communication style. In contrast, Smith et al. (2022) argued that assertive managerial communication style has a negative effect on employee performance. The authors reasoned that this happens when employees are doubtful of a company's real motive for using assertive communication style. Equally, whilst mixed results were established in Tuffour, Gali and Tuffour (2022) study, a conclusion reached by Proell, Zhou and Nelson (2022) on the study regarding assertive managerial communication style and employee performance nexus established that, there is a doubt on whether there still exists a constructive relation between assertive managerial communication style and employee performance.

However, researchers in the communication domain have suggested some important reasons for such inconsistent findings. Elkhwesky et al. (2022) attributed the phenomenon to lack of firms and employees awareness about the essential of assertive managerial communication style; McSweeney et al. (2022) opined that the wrong conceptualization of assertive communication style could explain such inconsistencies; while Yang, Kuria and Gu (2020) and Donkor, Dongmei and Sekyere (2021), anticipated that the opposing

outcomes might come from the neglect of some mediating roles of specific vital variables through which assertive managerial communication style could lead to employee performance. Hence, addressing these inconclusive results requires further studies on the constructs of the study to aid our understanding of how assertive managerial communication style influences employee performance.

From the lens of social exchange theory (Goodwin & Ross, 1992), it can be deduced that assertive managerial communication style of hotels are directed at their employees. This motive will naturally compel employees to be obedient (Aeni, & Kuswanto, 2021) and enhance their psychological availability (Gabriel & Aguinis, 2022) which, in turn, could lead to employee performance (Obadimeji & Oredein, 2022; Norawati et al., 2022). This means that assertive management communication style could affect employee performance through the mediating mechanisms of obedience (Aeni et al., 2021) and psychological availability (Li et al., 2022).

It is clear from some prior investigations (Yao, Kuai & Wang, 2022; Zhang, 2020; Amadu & Anyarayor, 2022; Tuffour, Gali & Tuffour, 2022) that firms that entrust themselves greatly to assertive managerial communication style could advance their employees obedience level and their psychological availability as well. This will finally lead to firms' employees' performance.

Even though, existing investigations documented a significant positive relationship with respect to assertive managerial communication style and employee performance, an associated concern is whether the connection is direct or indirect. Extending the existing investigations, the researcher maintains that the effect of assertive managerial communication style on employee performance could be influenced by important variables such as



employee obedience and psychological availability. Accordingly, the researcher argued that enhanced employee obedience and psychological availability as a result of assertive managerial communication style could convert into employee performance.

This particular investigation is driven by the development of hospitality industry in the country. For example, in a PwC 2017 report on the hospitality industry, it was captured that the sector grew 1.2% from 2015 to 2016 and it is expected to grow 1.1%, 2.1% and 2.3% in 2017, 2018 and 2019 respectively. The achievements of this sector are largely attributed to the influx of foreign investments and travellers (WTTC, 2019). Besides, hotels in the Ho Municipality help reduced unemployment and increased revenue (Palma & Gabriel, 2005; Zoltan Acs 2006; Seidu et al., 2021). It was estimated that almost 61% of the country's employment is linked to the sector's contribution (Abor & Quartey, 2010). Despite the aforementioned achievements of the sector, they have challenges in improving employee performance within the hospitality industry (Huang, Liu & Kandampully, 2022; Zhang, 2020). Hence, this study sought to examine the nuances in the relationship between assertive managerial communication style and employee performance of hotels in the Ho Municipality by testing the dual mediating roles of employee obedience and psychological availability.

### **Research Objective**

The main objective of this study was to assess the nuances in the relationship between assertive managerial communication style and employee performance of hotels in the Ho Municipality by testing the mediating roles of employee obedience and psychological availability.

### Specific Objectives

The study was guided by the following objectives. These are to:

1. examine the effect of assertive managerial communication style on employee performance.
2. assess the influence of assertive managerial communication style on employee obedience.
3. evaluate the effect of employee obedience on employee performance.
4. examine the mediating effect of employee obedience on the relationship between assertive managerial communication style and employee performance.
5. assess the effect of assertive managerial communication style on employee psychological availability.
6. examine the effect of employee psychological availability and employee performance.
7. evaluate the mediating effect of employee psychological availability on the relationship between assertive managerial communication style and employee performance.

### Hypotheses

The study will formulate the following hypotheses in order to achieve the objectives.

H<sub>1</sub>: Assertive managerial communication style positively affects employee performance.

H<sub>2</sub>: Assertive managerial communication style positively influences employee obedience.

H<sub>3</sub>: Employee obedience positively influences employee performance.

H<sub>4</sub>: Employee obedience mediates the relationship between assertive managerial communication style and employee performance.

H<sub>5</sub>: Assertive managerial communication style positively affects employee psychological availability.

H<sub>6</sub>: Employee psychological availability has a positive effect on employee performance.

H<sub>7</sub>: Employee psychological availability mediates the relationship between assertive managerial communication style and employee performance.

### **Significance of the Study**

The study finding will provide an in-depth knowledge and insight on how managers' assertive communication style affects the performance of employees and to reveal the role of obedience and psychological availability in enhancing the performance of workers. Again, this study will help hotel managers to understand more, the appropriate communication style to exhibit at the workplace which affect their workers well-being and for that matter performance. The study result will also serve as an input for organisational policy formulation to enhance managers' communication, employee obedience, psychological availability and performance. Furthermore, it will serve as a source of information or reference material for researchers who would like to conduct similar studies.

### **Delimitation**

The accessible respondents for this investigation were the employees in Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality. The choice of all these hotels in the Ho Municipality is due to the fact, similar studies have been carried out by (Kwofie, Adinyira & Fugar, 2017; Kesse

Appiah, 2020; Ansah, 2020) using other regions and sectors, instead of the entire country. In addition, this particular investigation is driven by the development of hospitality industry which is regarded as important channel for emerging nations having challenges in improving employee performance through effective communication styles (Huang, Liu & Kandampully, 2022; Zhang, 2020).

### **Limitation of the Study**

First and foremost, this study is scoped around the use of only Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality and therefore, the findings of the study would be found difficult to be generalized for hotels in other Districts or Municipalities. Also, respondents complained that the research instrument was too technical to understand. In addition to the above, while the extant literature acknowledges that the constructs employed in this study have many dimensions, these dimensions were not analysed.

### **Organisation of the Study**

The study included chapter one specifically, the background of the study, statement of the problem, objectives, research questions, relevance of the study and organisation of the study. Chapter two also included the reviews of literature related to the proposed topic. Chapter three discussed the study methods and strategies to be utilized. Chapter four contained the presentation and discussion of study results. Chapter five summarized the findings, present the conclusion and recommendations.

### Chapter Summary

The chapter presented on the background of the study, statement of the problem, research objectives, research questions, significance of the study, delimitation of the study, limitations of the study and organisation of the study.





## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This study sought to assess the nuances in the relationship between assertive managerial communication style and employee performance of hotels in the Ho Municipality by testing the mediating roles of employee obedience and psychological availability. The chapter presented on the definition of concepts, theory of assertive managerial communication style and employee performance. It also reviewed works of scholars related to the subject matter. The chapter is made up of empirical review for the variables employed in the study and the development of a conceptual framework.

#### Theoretical Review

The social exchange theory and social identity theory have been reviewed in this section. Given this, the social exchange theory was used as the main theory and social identity theory supported the main theory.

#### Social Exchange Theory

According to Cropanzano and Mitchell (2005), social exchange theory is understood as an exchange conceptual model. It is for this reason, Mitchell, Cropanzano and Quisenberry (2012), regard the social exchange theory as an exchange phenomenon that treat social life as a series of successive relations regarding parties. Blau (1964) alluded that the quality of these exchanges is influenced by the positive association between the actors. Cropanzano and Mitchell (2005) discussed the social exchange theory as a clear cost-benefit of engaging in an association between leaders and workers.



The social exchange theory posits that people take keen interest in activities if they believe such activities will lead to mutual gains (Blau, 1964). It has been argued (Chan & Mak, 2014) that in the workplace relationship, employees look for benefits related with their leaders' actions in order to respond favourably. Thus, employees are motivated and tend to be satisfied with their job when the behaviours of their managers are conducive to building a mutually beneficial and trusting association.

The social exchange theory further established that once employees are encouraged and satisfied with the actions of their organisational managers, their commitment increases which, in turn, translate into their performance. Within the context of the social exchange theory, the association between employees and their managers develop once they perceive that they are more likely to be involved in an open communication with their managers (Men, 2021; Smith et al., 2022; Yao, Kuai & Wang, 2022; Zhang, 2020; Amadu & Anyarayor, 2022; Tuffour, Gali & Tuffour, 2022). According to the social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) when employees believe they are fairly treated by their firm in terms of meeting their requirements and expectations, their satisfaction in its service delivery improves.

### **Implications of the Social Exchange Theory to the Study**

The social exchange theory postulates that there is cost-benefit of engaging in an association between organisational managers and employees. Workers are one of the main concerns for hotels because, being profit generating entities, their performance are vital for their survival (Sadikoglu & Cemal, 2010; Liao, Lu, Huang & Chiang, 2012). Therefore, it is important for

hotels to employ and implement assertive managerial communication style in order for employees to vent out their feelings, desires and expectations in order to enhance their performance.

### **Social Identity Theory**

According to the social identity theory, people strengthen their image by recognizing with organizations acknowledged for their assertive communication style (Stanaland, 2011). The social identity theory maintains that employee's self-expression is linked with their relationships with their companies (Stanaland, 2011). The social identity theory stipulates that employees tend to associate and identify with firms that engage in assertive communication style (Lwehabura & Matovelo, 2000). The theory maintains that employee's self-expression is connected with their relationships with companies that communicate with honesty, objectivity, openness, tolerance, accuracy and respect for individuals (Lwehabura & Matovelo, 2000).

The sense of identification employees develop with a company tend to influence their attitudes towards such company which, in turn, improve their performance (Tschannen-Moran & Hoy, 2000). Employees may describe themselves partly in relations to organisations once they perceive that the communication style of such organisation is straightforward, accurate and trustworthy (Tschannen-Moran & Hoy, 2000). The social identity theory further established that once workers are encouraged and satisfied with the actions of their organisational leaders, their commitment increases which in turn, translate into their performance (Annan-Prah, 2015).

### **Implication of the Social Identity Theory to the Study**

The social identity theory stipulates that employees tend to associate and identify with firms that engage in assertive communication (Blau, 1964). The theory maintains that employee's self-expression is connected with their relationships with companies that communicate with honesty, objectivity, openness, tolerance, accuracy and respect for individuals (Lwehabura & Matovelo, 2000). Hence, it is important for hotels to use assertive managerial communication style in order for employees to express their feelings, desires and expectations which, in turn, will enhance their performance.

### **Conceptual Review**

This section presents on the variables employed in the study. The variables include assertive managerial communication styles, employee performance, employee obedience and psychological availability.

### **Assertive Managerial Communication Style**

According to Santos-Iglesias and Byers (2020), there is no general definition for the assertive managerial communication style concept even though it has been developed in the business literature for some years ago. As a result, some scholars have tried to define the concept but there is no valid definition in that regards. Zhang (2020) argued that this happens when institutions wrongly conceptualize the assertive managerial communication style concept. Given this, the most essential definition credited to assertive managerial communication style comes from Smith, Neely, Dennis, Miller and Medina (2022). Smith et al. (2022) described assertive managerial communication style concept as the effective form of communication that features an open conversation while not being overbearing.

It has been advanced that assertive managerial communication style is aimed at win-win situation, balancing ones' rights with the rights of others (Paterson, 2022). Assertive managerial communication style is also recognised as a vital conduit for inspiring employees responses (Huang, Liu & Kandampully, 2022; Norawati, Lutfi, Zulher & Basem, 2022) and establishing and improving mutual respect between managers and employees (Im, Kim & Miao, 2021). Some scholars (Priola, 2016; Raina& Roebuck, 2016) reasoned that assertive managerial communication style involves organisational managers engaging in open communication that enable employees to express their needs, desires, ideas and feelings.

Assertive managerial communication style is also a crucial factor that determines the performance of employees and the organisation as a whole (Im, Kim & Miao, 2021). This implies that employee performance is reliant on the extent to which managers communicate effectively with their employees. In Ghana, the concept of assertive managerial communication style is regarded as a vital component owing to its numerous improvements including balanced communication, free expression of ideas and feelings (Donkor, Dongmei & Sekyere, 2021). Assertive managerial communication style at the workplace influences relationships, attitudes and performance of employees (Annan-Prah, 2015; Guffey & Loewy, 2016).

Assertive managerial communication style is an effective tool for managing employees (Elbaz, Salem, Onjewu & Shaaban, 2022). This is essential because the effective management of employee relationships enables firms to enhance the performance of their employees (Kruse, 2022). Elkhwesky et al. (2022) explained some important reasons why assertive managerial communication style influence employee performance. First and



foremost, firms that are committed to assertive managerial communication style are more prone to treating their employees with respect. They observed that such companies tend to be more responsive to employee and also care for their wellbeing.

### **Employee Performance**

Kelidbari, Dizgah and Yusefi (2011) explained employee performance as a crucial strength of employers, managers and the organisations as whole. Inuwa (2016) stipulates that employees are the major force behind a firms' success. Inuwa (2016) regard employees as important component in achieving companies' goals. Abbas and Yaqoob (2009) reported that an employee on a given job is an effective strategic tool of a business that gives rise to enhanced performance. Owing to the rising competition among organizations, managers have recognized the positive effect of employee performance as it increases performance of organisation (Susanty et al., 2013). Furthermore, the following scholars (Sadikoglu & Cemal, 2010; Liao, Lu, Huang & Chiang, 2012) have indicated that employee performance leads to an increase in the remuneration of workers and provides opportunities for employees to be innovative. Ahmad et al. (2011) reasoned that benefits, performance appraisal and upgrades of employees are the benchmarks for performance of employees.

Other studies are of the view that the environment in which employees perform their tasks, their relationship with their bosses, other employees, teams and compensation procedure are influential factors for their performance at the workplace (Anitha, 2013). While Alagaraja and Shuck (2015) claimed that measuring workers performance can be done through



consistent development, Thomas and Feldman (2010) argued that the construct can be measured using core job performance.

### **Employee Obedience**

The employee obedience construct is described as the processing and complying with orders, instructions or submitting to authority within an organisation (Gibson, 2013). The author further asserts that obedience at the workplace can be seen once workers or subordinates follow managers or superiors' instructions. Obedience is one of the key driving components for organisations and employees. According to Rinaldo (2019), it is important for employees to comply with managers or supervisors' instructions or regulations established by their organisations in order to successfully achieve personal and business goals. Suganda, Rachmawati and Muharam (2021) revealed that obedient employees act and behave in accordance with work procedures and rules.

Violations of instructions or company regulations by employees usually affect productivity. Without obedience on the side of employees, it will be difficult to implement organisational goals (Pawirosumarto, Sarjana & Gunawan, 2017; Tyler, 2021; Zhang, Xu, Liu & Chen, 2021). According to Mazurkiewicz and Walczak (2012) and Paulsen (2018), employees' obedience is akin to managers communication style adopted at the workplace. However, employees have varying ideas about following their superiors' instructions (Campante & Chor, 2017). For instance, some are with the opinion that, it is automatic for employees to follow the instructions of the superior even when they do not totally agree with them (Campante & Chor, 2017).

It has been advanced that other employees follow their superior's orders only when they are fully convinced that their superiors are right. These beliefs affect the extent to which employees perform at the workplace. It behoves on managers to appropriately communicate to avoid ambiguities and induce workers or subordinates to cooperate and follow workplace requests and instructions (Dughera, 2021).

### **Psychological Availability**

Kahn and Fellows (2013), explained psychological availability as the situation where employees have the physical, emotional or psychological resources to personally engage, given the distractions they experience as a member of social system. Kahn and Fellows (2013) suggested that employees workplace life and interactions with managers influence their psychological state and performance. The workplace should be a conducive environment for employees. This is because such employees could be a career woman or man with other roles such as father, mother, uncle or aunty and these other roles could affect their work life (Geldenhuis & Łaba, 2018).

Psychologically available employees have the motivation to direct their energies towards work and improving performance (Danner-Vlaardingerbroek et al., 2013). In addition, Van Der Kaap-Deeder et al. (2019), indicated that psychologically available workers are physically, cognitively and emotionally present at the workplace and would want to make impact. Managers therefore could adopt appropriate interaction styles to engage workers and enhance their performance.

## **Empirical Review**

This section presents on the interactions among the various variables in the study. Thus, this section is made up of empirical review of the mediating role of employee obedience and psychological availability on the relationship between assertive managerial communication styles and employee performance.

### **Assertive Managerial Communication Style and Employee Performance**

Inuwa (2016) defined employee performance as the tendency of employees to meet their financial and non- financial targets within a particular company. Organisational behaviour scholars (Sadikoglu & Cemal, 2010; Liao, Lu, Huang & Chiang, 2012; Alagaraja & Shuck, 2015; Norawati, Lutfi, Zulher & Basem, 2022) view employee performance as one of the key determinants of a successful business because employees decision to perform has a direct influence on a firm's profitability. Shahzad (2011) sees employee performance improvement to be the fundamental target for any profit-oriented firm since the employee is considered to be one of the rarest organisational resource whose performance directly influences corporate performance. Kelidbari, Dizgah and Yusefi (2011) advanced that the sustainability of businesses in our current ever-rising competitive business environment demands that businesses pay attention to employee performance.

Nikolova, Styne, Van Coillie and De Witte (2022) view employee performance as an essential goal that firms must strive to attain by developing mutually beneficial relationship with employees. It has also been suggested that one of the easiest ways of achieving employee performance is by meeting and sometimes exceeding the desires, needs and expectations of employees

(Benitez, Ruiz & Popovic, 2022; Hidayati & Zulher, 2022). Kruse (2022) is of the view that the players in the hotel industry must devote more resources in developing their customers because of the competitive nature of the industry.

The main argument of the social exchange theory is that companies should engage in win-win relationships with their employees (Blau, 1964; Cropanzano & Mitchell, 2005). This is because employees have the power to help companies to meet their target (Balakrishnan, 2022). It has been acknowledged that companies who engage in proper execution of assertive managerial communication style are better positioned to enhance employee performance (Basnet & Tiwari, 2022). Accordingly, some researchers in the assertive communication domain have suggested some reasons why assertive managerial communication style improves employee performance.

For instance, Lwehabura and Matovelo (2000) argued that assertive managerial communication style creates mutual understanding and fulfilling objectives among employees. The scholars further assert that assertive managerial communication style enables organisational managers to respect the needs of employees and go through the mental process of assessing what they need to know and how. Besides, assertive managerial communication style facilitates good interpersonal interaction with honesty, objectivity, openness, tolerance, accuracy, self-expression and respect for others (Lwehabura & Matovelo, 2000).

Tschannen-Moran and Hoy (2000) reasoned that assertive managerial communication style enhances employee performance because once managers communication is straightforward and accurate, employees will view them as trustworthy and will be encouraged to perform on the job.



Moye and Henkin (2006), Elbaz, Salem, Onjewu and Shaaban (2022) and Kruse (2022) affirmed that assertive managerial communication style helps employees' understanding of their tasks and responsibilities. Assertive managerial communication style also enables firms to achieve their long-term objective of having relationship with employees (Elbaz, Salem, Onjewu & Shaaban, 2022; Zhang, 2020; Amadu & Anyarayer, 2022; Tuffour, Gali & Tuffour, 2022). Elkhwesky et al. (2022) explained some vital reasons why assertive managerial communication style influences employee performance. First and foremost, companies that are committed to assertive communication style are more prone to treating their employees with respect. They also observed that such companies tend to be more responsive to employee and also care for their wellbeing.

As a result of the fact that, the empirical studies by Hoang, Nguyen, Du and Le (2022) and Koval (2022) confirmed Elkhwesky et al. (2022) position that employee are more willing to support responsible businesses. Empirically, Lee (2022) found that employing assertive managerial communication style could bring about a positive influence on employee performance. Mohamed and Zainal Abidin (2021) reported that the positive relationship between assertive managerial communication style and employee performance can only be created when these initiatives are beneficial to employees. Also, Paudel et al. (2021) documented a positive association between assertive managerial communication style and employee performance.

In the same way, Men (2021) investigated the influence of assertive managerial communication style on employee performance among service providers and found that employees' perception about the assertive managerial



communication style concept of a hotel is an important determinant of their performance. On the basis of the above narrations, it is hypothesized that:

H<sub>1</sub>: There is a significant positive relationship between assertive managerial communication style and employee performance.

### **Assertive Managerial Communication Style and Employee Obedience**

Employee obedience is one of the key components for organisations and employees. According to Rinaldo (2019), it is important for employees to adhere to or comply with managers or supervisors' instructions or regulations established by their organizations in order to successfully achieve personal and business goals. Campante and Chor (2017) and Suganda et al. (2021) revealed that obedient employees act and behave in accordance with work procedures and rules. Violations of instructions or company regulations by employees usually affect productivity. Without obedience on the side of employees, it will be difficult to implement organisational goals (Pawirosumarto, Sarjana & Gunawan, 2017).

The social identity theory stipulates that employees tend to associate with firms that engage in an open conversation where they can express their feelings, desires and expectations (Ahmed, 2022). According to Paulsen (2018), employees' obedience is akin to firms' managerial communication style adopted at the workplace. Some reasons have been advanced as to why assertive managerial communication style leads to employee obedience at the workplace. Firstly, companies that adopt assertive managerial communication style enable managers to provide feedback to employees in the proper manner, in an honest and helpful way which, in turn could enhance employees obedience (Clarke, Alshenaifi & Garavan, 2022).

Also, some researchers (Fadilah, Utari & Wijaya, 2022; Hauer, Quan & Liang, 2021; Mulawarman, Komariyah & Suryaningsi, 2021) have posited that one of the reasons why firms employ assertive managerial communication style is to earn employee obedience because it helps managers to articulate employees thought in a manner that do not negate their feelings. Maryani, Entang and Tukiran (2021) also mentioned that companies that use assertive managerial communication style will have advantage over rivals because the benefits of assertive managerial communication style results in significant employee obedience. Thus, it is important that companies consider using assertive managerial communication style as an important dimension of their communication style (Santos-Iglesias & Byers, 2020).

Empirically, Lamat, Pontjoharyo and Darmasetiawan (2021) found that assertive managerial communication style creates a feeling in employees that they are part of the organisation. Some scholars have concluded that assertive managerial communication style is positively associated with employee obedience (Tyler, 2021; Zhang, Xu, Liu & Chen, 2021). Hence, it is hypothesized that:

H<sub>2</sub>: There is a significant positive relationship between assertive managerial communication style and employee obedience.

### **Employee Obedience and Employee Performance**

Dalgic and Akgunduz (2022) explained employee obedience as the extent to which employees observe and adhere to the rules and regulations established by their organisation. Based on this, companies regularly evaluate the extent to which employees obey the organisational rules and regulations in order to deliver accordingly (Dalgic & Akgunduz, 2022) because companies

belief that the extent to which employees obey managers has a direct effect on their performance (Hidayati & Zulher, 2022). Gong, Lopa, and Gordon (2022) advanced that employees obeying firms' rules and regulations is important for improving their performance.

Organisational behaviour scholars maintain that guiding employees to work in relation to firms' code of conduct is essential for their performance (Riwukore, Marnisah & Habaora, 2022; Peng, Yang, Guan, Zhou & Huan, 2022). According to Sunarsi (2016), when companies make their employee realizes the importance of obeying organisational rules and regulations, they will achieve maximum work results. Consumer behaviour scholars maintain that improving employee obedience level is essential for improving their performance (Sadikoglu & Cemal, 2010; Liao, Lu, Huang & Chiang, 2012).

Nimpuno (2015) claimed that employees who obey regulations work with enthusiasm and diligence even if their managers do not supervise them directly. The main argument of the social exchange theory is that companies should engage in win-win relationship with their employees (Blau, 1964). Clarke et al. (2022) submitted that the primary responsibility of companies is to offer an open conversation while not being overbearing. Within the perspective of the social exchange theory (Blau, 1964), hotels are expected to guide employees to obey through their managerial communication style (Aeni, & Kuswanto, 2021; Maryani, Entang & Tukiran, 2021; Supratman, Entang & Tukiran, 2021), which in turn, may lead to employee performance (Obadimeji & Oredein, 2022; Norawati, Lutfi, Zulher & Basem, 2022).

Some researchers (Sun, Wu, Ye & Kwan, 2022; Udin, Dananjoyo, Shaikh & Vio Linarta, 2022; Viona, Agussalim & Begawati, 2022) reported

that employee obedience is a significant driver of employee performance for hotels. Therefore, it is hypothesized that:

H<sub>3</sub>: There is a significant positive relationship between employee obedience and employee performance.

### **Mediating role of Employee Obedience on the relationship between Assertive Managerial Communication Style and Employee Performance**

Aeni and Kuswanto (2021) posit that companies such as hotels tend to employ managerial communication style to make employee obedient which, in turn, could enhance their performance. This suggests that as hotels adopt assertive managerial communication style in the form of honesty, objectivity, openness, tolerance, accuracy, self-expression and respect for employees, the hotel is more likely to make employees obedient (Maryani, Entang & Tukiran, 2021; Supratman, Entang & Tukiran, 2021) which, in turn, could lead to employee performance (Obadimeji & Oredein, 2022; Norawati, Lutfi, Zulher & Basem, 2022).

Thus, assertive managerial communication style could affect employee performance through the mediating mechanism of obedience (Aeni et al., 2021). Other scholars (Pawirosumarto, Sarjana & Muchtar, 2017; Gomez, 2022; Lee & Kim, 2021) advanced that companies in the hospitality industry tend to be more concern about their employees' obedience which could result into employee performance. Empirically, Peng and Chen (2022) proved that assertive managerial communication style has a positive association with employee performance. Business organisations that have successfully adopted and implemented assertive communication style have benefited enormously



with increased employee performance (Hu et al., 2022; Wang, Hou & Li, 2022).

Given the arguments in the second and third hypotheses that firms that employ assertive managerial communication style tend to guide their employees to obey the organisational rules and regulations (Masih, Raju, Ali & Saher, 2021; Miao, Humphrey & Qian, 2021; Tyler, 2021; Zhang, Xu, Liu & Chen, 2021) and that employee obedience has the propensity for enhancing employee performance (Sun, Wu, Ye & Kwan, 2022; Udin et al., 2022; Viona, Agussalim & Begawati, 2022; Aeni, & Kuswanto, 2021; Maryani, Entang & Tukiran, 2021; Supratman, Entang & Tukiran, 2021), it is logical to anticipate that the relationship between assertive managerial communication style and employee performance is likely to be mediated by employee obedience (Hu, Zhan, Jimenez, Garden & Li, 2022). Thus, it is hypothesized that:

H<sub>4</sub>: Employee obedience mediates the relationship between assertive managerial communication style and employee performance.

#### **Assertive Managerial Communication Style and Employee Psychological Availability**

Kahn and Fellows (2013) explained psychological availability as the situation where employees have the physical and emotional resources to personally engage given the distractions they experience as a member of social system. Elbaz et al. (2022) view psychological availability as a mechanism for achieving behavioural results such as employee performance. Dixon and Jovanovska (2022) sees employee psychological availability improvement to be the fundamental target for any profit-oriented firm since their psychological availability directly influences their performance.



Proell, Zhou and Nelson (2022) observe employee psychological availability as an essential goal that firms must strive to attain by developing mutually relationship with them. The argument of the social exchange theory is that companies should engage in win-win relationships with employees through their managerial communication style (Blau, 1964). This is because employees that are psychologically available could actively work to meet the organisation's objective (Saks & Gruman, 2011). Some empirical reasons have been submitted for the increasing relationship between assertive managerial communication style and employee psychological availability.

For example, Gabriel and Aguinis (2022) advanced that assertive managerial communication style that is geared towards addressing employees work related problems could make such employees psychologically available. Furthermore, assertive managerial communication style that is characterised with managers communicating in a straightforward and accurate manner could also be viewed as being trustworthy which, in turn, may lead to employee psychological availability (Li et al., 2022).

Also, when managers use assertive managerial communication style to communicate from a position of mutual understanding and frequently show care, compassion and respect towards one employee, it promotes honesty, openness, hope, morale, progress, continuous learning and growth (Femi, 2014). Smith et al. (2022) in their study found that employing assertive managerial communication style could bring about a positive influence on employee psychological availability. Villa, Gonclaves and Odong (2017) reported that the significant positive relationship between assertive managerial communication style and employee psychological availability can be created when employees are shown care, respect and are given increased morale.

Furthermore, Masih et al. (2021) documented a positive association between assertive managerial communication style and employee psychological availability. Hence, it is hypothesized that:

*H<sub>5</sub>*: There is a significant positive relationship between assertive managerial communication and employee psychological availability.

### **Employee Psychological Availability and Employee Performance**

According to the social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005), when employees believe they are fairly treated by a firm, they become psychologically available which also improves their performance.

Through the lens of the social exchange theory (Blau, 1964), Sarfraz et al. (2022) posited that a psychologically stable employee at the workplace could improve his or her performance. Van Der Kaap-Deeder et al. (2019) and Danner-Vlaardingerbroek et al. (2013) regard employee psychological availability as an important determinant of employee performance in the hospitality industry.

Other studies (Zhang, 2020; Saks, 2022; Tulucu, Anasori & Kinali Madanoglu, 2022; Van Zoonen, Treem & Ter Hoeven, 2022) have stated that employee psychological availability stimulates positive attitudes among employees which later results into their improved performance. Some scholars have also recognised that psychologically available employees tend to enhance their performance (Kahn & Fellows, 2013). Within the hospitality industry, some prior investigations (Saks & Gruman, 2011; Gabriel & Aguinis, 2022; Afota, Provost Savard, Ollier-Malaterre & Léon, 2022) have documented that psychologically available employees perform on their jobs.

Several important reasons have been outlined to demonstrate why employee psychological availability links positively to employee performance. More importantly, Towers (2004) argued that employees feeling that their firm care and support them influence their performance significantly. Begall et al. (2022) submitted that the social, emotional supports employees get from their supervisors impact strongly on their performance. Mohiuddin et al. (2022) postulated that employee psychological availability connects significantly and positively to employee performance when there are better reward systems in place, job rotation, enrichment for development within the organisation.

In contrast, Chu, Chan and So (2022) argued that within a particular company, different employees may have different needs and experiences that may affect their performance (Laba & Geldenhuys, 2016). Niebuhr et al. (2022) affirmed the position that employee psychological availability alone cannot determine how employees perform especially when they are exposed to better alternative treatments from other firms. Hence, it is hypothesized that:

H<sub>6</sub>: There is a significant positive relationship between employee psychological availability and employee performance.

#### **Employee Psychological availability mediates the relationship between Assertive Managerial Communication Style and Employee Performance**

According to Vilariño et al. (2022), companies such as hotels tend to employ managerial communication style to make employees psychologically available which, in turn, could improve their performance. This means that as a company engages in assertive managerial communication style, the company is more likely to increase employees psychological availability (Gabriel & Aguinis, 2022), which could later lead to employee performance (Norawati,

Lutfi, Zulher & Basem, 2022). Thus, employee psychological availability mediates the nexus between assertive managerial communication style and employee performance (Vilariño et al., 2022).

Li et al. (2022) confirm that assertive managerial communication style positively affects psychological availability which later results in employee performance. Thus, the adoption and implementation of assertive managerial communication style improves employees' psychological availability (Men, 2021; Smith et al., 2022; Yao, Kuai & Wang, 2022; Zhang, 2020; Amadu & Anyarayer, 2022; Tuffour, Gali & Tuffour, 2022) which eventually leads to their improved performance (Norawati, Lutfi, Zulher & Basem, 2022). In the hospitality industry, assertive managerial communication style perceptions are found to have indirect link with employee performance through psychological availability (Saks & Gruman, 2011).

Based on the arguments that assertive managerial communication style enhances psychological availability (Femi, 2014; Villa, Gonclaves & Odong, 2017; Masih et al., 2021; Li et al., 2022; Gabriel & Aguinis, 2022; Smith et al., 2022) and psychological availability leads to employee performance (Towers, 2004; Afota et al., 2022; Begall et al., 2022; Mohiuddin et al., 2022), it is expected that psychological availability will mediate the nexus between assertive communication managerial style and employee performance. Therefore, it is hypothesized that:

H<sub>7</sub>: Employee psychological availability mediates the relationship between assertive managerial communication and employee performance.

### **Conceptual Framework**

The framework links assertive managerial communication style to employee performance through employee obedience and employee



psychological availability as the mediating variables as well as linking facility size and age to employee performance as control variables.

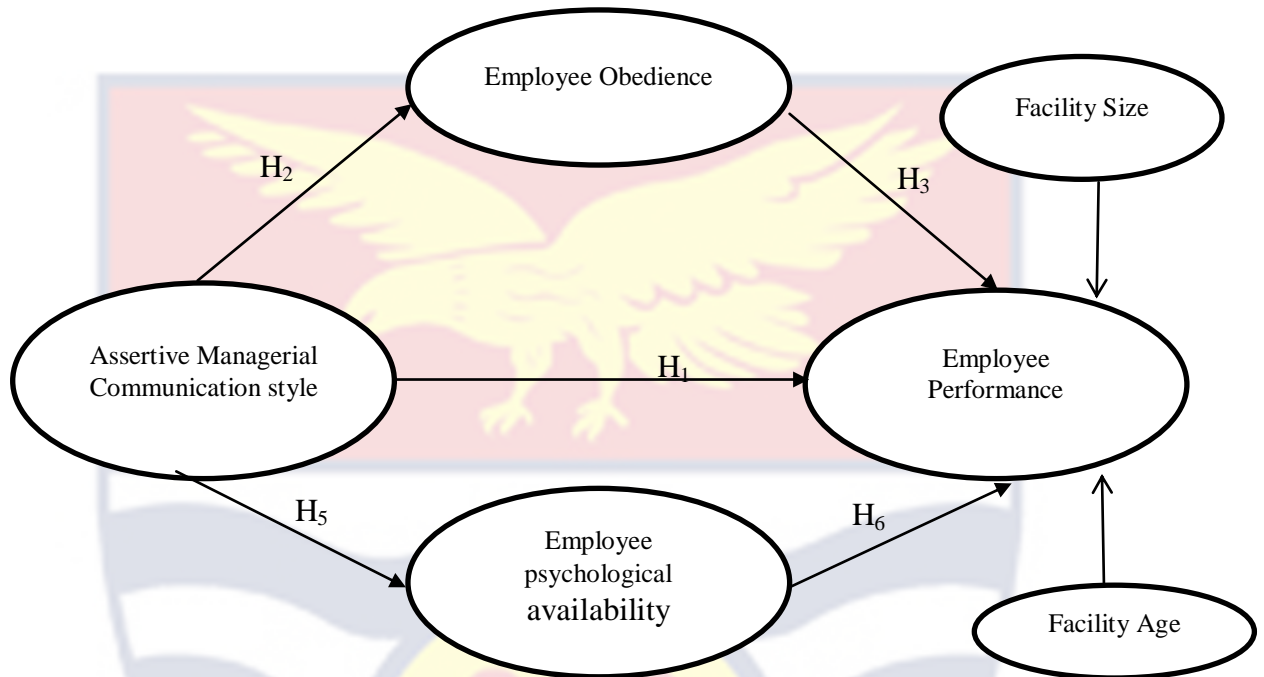


Figure 1: Linking assertive managerial communication style to employee performance through employee obedience and employee psychological availability as well as linking facility size and age to employee performance as control variables.

Source: Author's Construct, 2022.

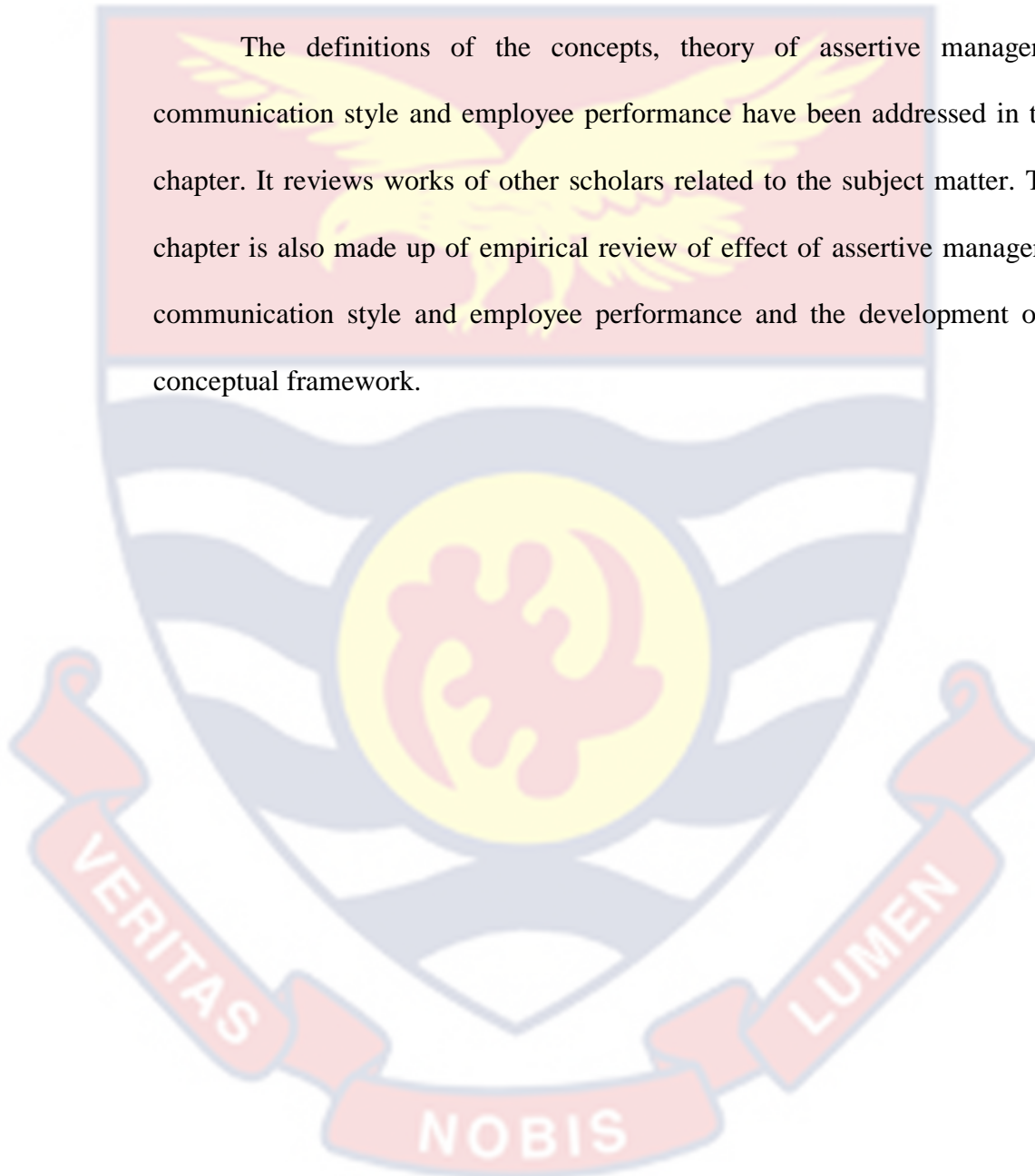
Figure 1 present the connection between assertive managerial communication style and employee performance through the mediating role of employee obedience and employee psychological availability. This framework means that hotels that entrust themselves greatly to assertive managerial communication style are more likely to improve their employees performance by focusing on the indirect effects of employee obedience and employee psychological availability. Also, for the mediating variables not to influence



the nexus between assertive managerial communication style and employee performance, control variables such as facility size and age have been added to the model to predict employee performance (Dependent Variable).

### Chapter Summary

The definitions of the concepts, theory of assertive managerial communication style and employee performance have been addressed in this chapter. It reviews works of other scholars related to the subject matter. The chapter is also made up of empirical review of effect of assertive managerial communication style and employee performance and the development of a conceptual framework.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The research approaches and methods to be used for this research are presented in this chapter. It also outlined the techniques and tools used to achieve the research aims. It provides important information on the research methods such as the research design, research approach, sampling techniques, sample size, analytic method, research instruments and validity and reliability.

#### Research Approach

Pradipta, Forsman, Bruchfeld and Alffenaar (2018) described the quantitative research approach a vital means of assessing associations among variables in a research. Creswell (2014) argued that this approach is suitable for studies of this kind that intend to use numerical data. This study sought to assess the nuances in the nexus between assertive managerial communication style and employee performance of hotels in the Ho Municipality by testing the mediating roles of employee obedience and psychological availability. Given this, the study employed a quantitative research approach. This is because quantitative research approach enables researchers to use statistical data obtained from respondents to explain nexus between research variables (Golafshani, 2003; Tashakkori & Teddlie, 2010; Ofori & Dampson, 2011).

#### Research Design

According to Decoteau (2017), explanatory research is concerned with cause and effect association. The scholar advanced that the main purpose is to explain how one variable affects another variable. To achieve the study objectives, explanatory design was employed because it is deemed to be

suitable for discovering and reporting nexus among different aspects of a phenomenon under a particular study (Yin, 2003; Sekaran & Bougie, 2016). The explanatory design also helps researchers to describe and explain research objectives (Barifaijo, Basheka & Oonyu, 2010; Sekaran & Bougie, 2016). It is also found applicable as it enables researchers to carry out a comprehensive and in-depth analysis into research objectives (Saunders & Lewis, 2016; Cantwell, 2020).

### **Study Area**

The accessible respondents for this investigation were the employees in Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality. The choice of all these hotels in the Ho Municipality was due to the fact, similar studies have been carried out by (Kwofie, Adinyira & Fugar, 2017; Kesse Appiah, 2020; Ansah, 2020) using other regions and sectors, instead of the entire country and all the sectors. In addition, this particular investigation is driven by the development of hospitality industry which is regarded as important channel for emerging nations that have challenges in improving employee performance through effective communication styles (Huang, Liu & Kandampully, 2022; Zhang, 2020).

### **Population**

The population for this study consisted of all the employees in Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality. Following the staff directory of the Serene Hotel, SkyPlus Hotel and Restel Hotel, the available population for the study is 280 employees.

### **Sample and Sampling Technique**

According to Ali et al. (2015), a sample size for research purposes should be at least 100 respondents. An argument that was supported by Faber and Fonseca (2014) Boddy (2016) and Taherdoost (2017) that sample size for studies should be reasonable. Following Krejcie and Morgan (1970), to ensure a 5% margin error, 162 employees were randomly selected from 280 employees in Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality. A simple random sampling was used for the study. Simple random sampling technique was employed for this study since in Ghana, data gathering is challenging as maximum number of individuals do not answer and return questionnaires (Gyensare, Anku-Tsede, Sanda & Okpoti, 2016).

### **Source of Data**

The study sought to assess the nexus between assertive managerial communication style and employee performance by testing the dual mediating roles of employee obedience and psychological availability. In view of the objectives and the variables used for this study, a primary data source was employed to collect data for this investigation. This is on the grounds that it helps researchers to collect reliable, pertinent, precise, current data for studies of this nature (Easterby-Smith et al., 2008; Saunders & Lewis, 2012).

### **Data Collection Instruments**

This study used questionnaire as a data collection instrument. This is because, it saves respondents time and it can also be completed without the presence of the researcher (Touliatos & Compton, 1988). Similarly, most respondents feel using questionnaire enable them to answer without fear (Touliatos & Compton, 1988). The questionnaire is made up of five sections.

In this case, section A measured respondent's demographics, section B measured assertive managerial communication style, section C captured relevant information on employee performance. Similarly, section D gathered data on employee obedience and section E collected data on employee psychological availability.

### **Measurement of Variables**

Following Dasgupta, Suar and Singh (2013), assertive communication style will be measured on a seven-item scale. Some scholars (Agarwal, 2019; Amadu & Anyarayer, 2022; Tuffour, Gali & Tuffour, 2022) measured assertive communication style by employing this measurement scale. Based on the position of Na-Nan, Chaiprasit and Pukkeeree (2018), employee performance was also measured with six item scale. Moreover, employee obedience was measured by following Capan and Uzuncarsili (2022) five-item measurement scale. Similarly, employee psychological availability was also measured by utilizing Jannesari, Wang, McCall and Zheng (2017) and May, Gilson and Harter's (2004) five measurement items. All measurement were done on a scale of 1-7, where, 1 represent the least form of agreement, and the 7 will denote the highest form of agreement.

### **Reliability and Validity of the Instrument**

Joubert and Ehrlich (2007), define reliability as having the same results even if the measures were taken multiple times. Reliability was achieved by using relatively large sample size. The instrument considered was derived from tested and standardized instruments to minimize random measurement error. In addition, reliability was checked in this study by looking at the



reliability of individual items and internal consistency reliability in the model (Henseler, Ringle & Sarstedt, 2015).

### **Validity**

Validity is the accuracy or precision with which a phenomenon is described (Bagozzi & Yi, 1988; Chin, 1998; Ogah, 2013). Common sources of invalidity according to Joubert and Ehrlich (2007), are selection, information and confounding bias. To reduce information bias, the researcher adapted survey instruments with comparable population and study design with high validity levels. Also, based on this study objective, validity was checked by examining the AVE of the model. To determine discriminant validity in this study, the AVE in each latent variable was used by following Fornell and Larcker (1981).

### **Data Collection Procedure**

The managers of Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality were consulted for ethical clearance. This is to enable respondents to respond to the research instrument. The questionnaire was administered by the researcher and filled by the respondents and returned to the researcher there.

### **Data Processing and Analysis**

In evaluating the seven hypotheses structured, PLS-SEM strategy was utilised to determine the various relationships in the study. It has been argued that the utilisation of PLS-SEM keeps researchers from bias estimate of items loadings (Götz et al., 2010). Hair et al. (2016) advanced that PLS-SEM makes it easy for researchers to run and discuss the various associations in the study. PLS-SEM was used to determine the  $\beta$  values, p-values, collinearity, goodness

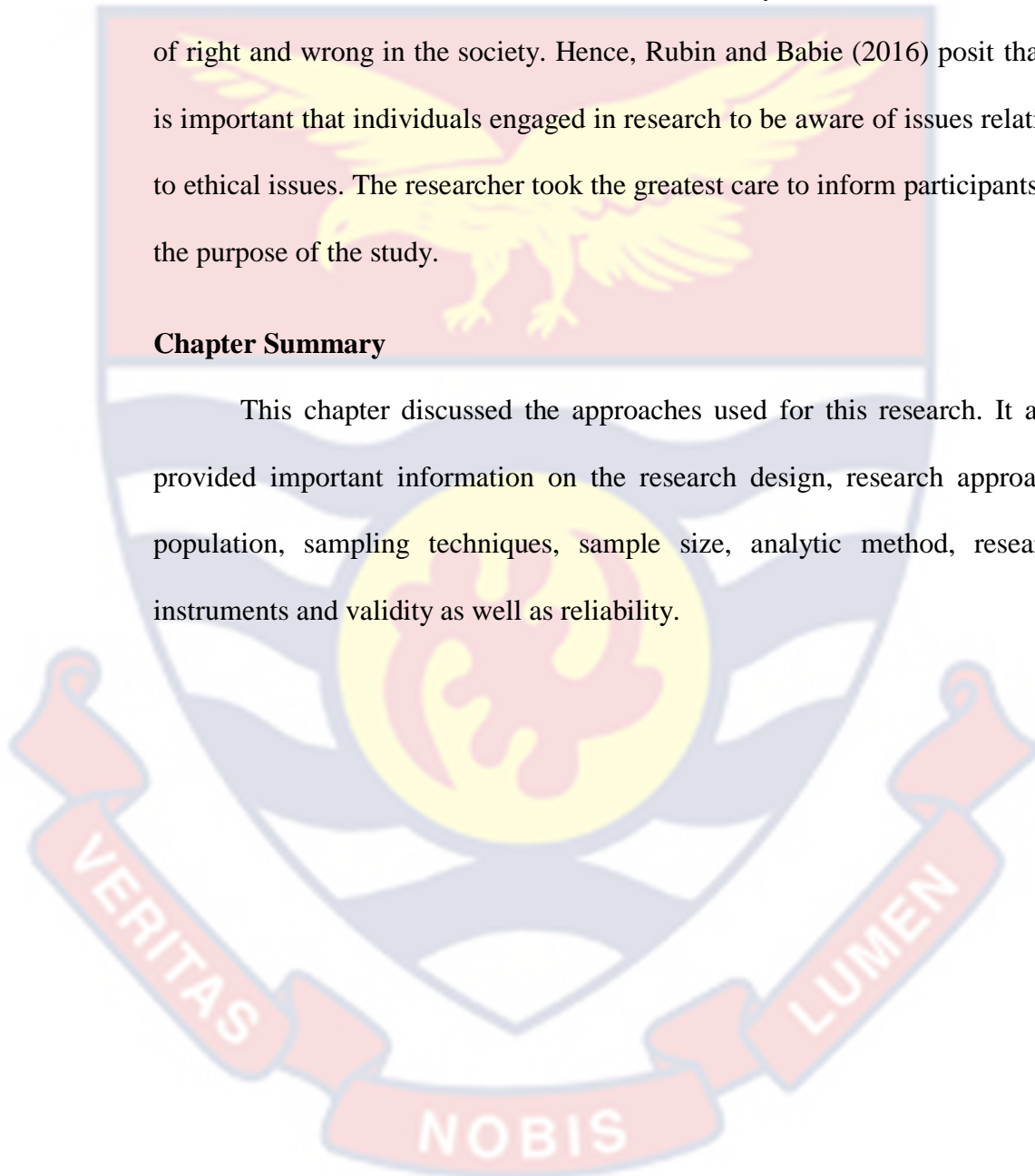
of fit with ( $R^2$ ), effect size ( $f^2$ ) and predictive relevance ( $Q^2$ ) for each of the hypotheses in the study.

### **Ethical Considerations**

Awases (2006) advanced that ethics is mostly associated with morality of right and wrong in the society. Hence, Rubin and Babie (2016) posit that it is important that individuals engaged in research to be aware of issues relating to ethical issues. The researcher took the greatest care to inform participants of the purpose of the study.

### **Chapter Summary**

This chapter discussed the approaches used for this research. It also provided important information on the research design, research approach, population, sampling techniques, sample size, analytic method, research instruments and validity as well as reliability.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presented on the data collected for the study. In addition to the presentation, preliminary tests on the study data were conducted. The chapter also presented on the results regarding the various relationships in the study. The findings are presented with discussions.

#### Demographic Characteristics of Respondents

This section presented on the demographic characteristics such as sex, age, educational qualification and years of work. As presented in Table 1, it can be indicated that 66.0% of respondents signify males and 34.0% represent females hence, it can be confirmed that the males are more than the females in this study. The result also shows that the ages below 21 years represent 18.5%, 21-30 years represent 52.3%, 31-40 years denotes 17.3%, 41 – 50 years indicates 8.0% and 51 – 60 years also represent 3.7%. Items on respondents' educational qualification shows that respondents who hold Certificate represent 9.3%, Diploma records 32.7%, Bachelor's Degree had 45.1% and Postgraduate Degree document 12.3%. Also, the items measuring the number of years respondents have worked with the organisation documented that 31.5% represent less than 1 year, 43.8% for 1 – 4 years, 5 – 9 years represent 13.0%, 10 – 14 years, 5.6% and 15 years or more indicate 6.2% (See Table 1).

**Table 1: Demographic Characteristics of Respondents**

Variable	Frequency	Percentage
<b>Sex</b>		
Male	107	66.0
Female	55	34.0
<b>Age (years)</b>		
Below 21	30	18.5
21 – 30	85	52.5
31 – 40	28	17.3
41 – 50	13	8.0
51 – 60	6	3.7
<b>Educational Level</b>		
Certificate	15	9.3
Diploma	53	32.7
Bachelor's Degree	73	45.1
Postgraduate Degree	20	12.3
<b>Years of Work</b>		
Less than 1 year	51	31.5
1– 4 years	71	43.8
5– 9 years	21	13.0
10– 14 years	9	5.6
15 years or more	10	6.2

Source: Field work (2022)

### Common Method Bias

The number of items used in the study is ten times more than assertive managerial communication style, employee obedience and employee psychological availability constructs. According to Chin (1998), studies with large data of this kind should not face problems relating to indicator loadings and path coefficient. Given this argument, the study used Harman's one-factor test and the factor for 25.133 which is lower than 50% as proposed (Podsakoff et al., 2003). Besides, the full collinearity test from the PLS technique findings of the VIFs was also used to confirm the presence of common method bias. It can be affirmed from Table 5 that the VIFs are less than the threshold of 3.3 as proposed by Kock (2015).

**Table 2: Model Fit**

	Saturated Model	Estimated Model
SRMR	0.056	0.088
d_ULS	3.116	6.823
d_G	2.062	2.194
Chi-Square	2110.435	2277.555
NFI	0.693	0.669
rms Theta	0.103	

Source: Fieldwork (2022)

Lohmöller (1989) argued that rms Theta values in measurement models should be lower than 0.12 to be declared as a well-fitting model. The author further stressed that, figures larger than 0.12 means a poor-fitting model. Following Lohmöller (1989), it can be affirmed that, the model for this study has rms Theta value of 0.103, thereby, confirming that the model is fit for the study. It has been advanced that a SRMR value of 0 simply means that a model is fit for assessment. However, a measurement model may generate a SRMR value of 0.064 (Henseler et al., 2014). Hu and Bentler (1999) however, argued that a structural model becomes fit once a SRMR value is less than 0.08. Based on the Hu and Bentler's (1999) SRMR threshold value submission, the SRMR value of 0.056 has been recorded in the model and it is considered as fit (see Table 2).



### Checking for Reliability and Validity of the Model

The study's model assessment started with the researcher looking at the model's measurement to determine its reliability and validity. A loading becomes reliable when its outer loadings are higher than 0.7 (Henseler, Ringle & Sarstedt, 2015). As displayed in Table 3, it is clear that most of the outer loadings are above 0.7. However, the items that loaded below 0.7 have not been removed from the model because of the attainment of the AVE values (See Table 3). In determining the reliability of the constructs in the study, composite reliability of each construct was used. From Table 3, it can be seen that the composite reliability ranges from 0.741 to 0.957. This result shows that the reliability of the constructs have been met (Hair et al., 2014).

Besides, the Average Variance Extracted (AVE) values were used to determine the convergent validity for each construct. Chin (1998) and Hair et al. (2014) argued that the AVE should be 0.5 or higher. As displayed in Table 3, the model has attained the accepted AVE values, thus, ranging from 0.566 to 0.763, thereby confirming the convergent validity for each construct. The Cronbach alpha values for the items range from 0.794 to 0.922. Bryman and Bell (2011) recommend Alpha  $\geq 0.7$  to demonstrate adequate reliability. Table 3 therefore confirms that all the constructs have met the threshold of Cronbach alpha.

**Table 3: Summary of Measurement of Scale**

<b>Latent Variable</b>	<b>Indicators</b>	<b>Mean</b>	<b>SD</b>	<b>Loadings</b>	<b>CR</b>	<b>AVE</b>	<b>Cronbach Alpha</b>
<i>Assertive Managerial Communication style</i>					<b>0.923</b>	<b>0.763</b>	<b>0.922</b>
	AMCS1	5.235	1.372	0.840			
	AMCS2	5.549	1.222	0.920			
	AMCS3	5.593	1.147	0.896			
	AMCS 4	5.772	1.026	0.850			
	AMCS 5	5.698	1.112	0.860			
Employee Obedience					<b>0.892</b>	<b>0.692</b>	<b>0.889</b>
	EO1	5.802	0.987	0.823			
	EO2	5.679	1.185	0.866			
	EO3	5.914	0.984	0.845			
	EO4	5.999	1.018	0.829			
	EO5	5.759	1.076	0.794			
Employee Performance					<b>0.923</b>	<b>0.716</b>	<b>0.902</b>
	EMP 1	5.574	1.236	0.886			
	EMP 2	5.315	1.358	0.783			
	EMP3	5.463	1.287	0.757			
	EMP 4	5.617	1.611	0.911			
	EMP 5	5.778	1.291	0.884			
Employee Psychological Availability					<b>0.922</b>	<b>0.718</b>	<b>0.899</b>
	EPA 1	5.673	1.148	0.837			
	EPA 2	5.599	1.189	0.650			
	EPA 3	5.247	1.667	0.919			
	EPA 4	5.488	1.344	0.918			
	EPA 5	5.537	1.218	0.884			
Facility Age					<b>0.957</b>	<b>0.719</b>	<b>0.898</b>
	FA1	5.877	1.246	0.928			
	FA2	5.951	1.164	0.906			
	FA3	5.926	1.174	0.936			
	FA4	6.772	6.716	0.202			
	FA5	5.392	1.675	0.914			
	FA6	5.852	1.411	0.936			
Facility Size					<b>0.741</b>	<b>0.566</b>	<b>0.794</b>
	FS1	5.765	1.331	0.919			
	FS2	5.963	1.328	0.915			
	FS3	5.932	1.233	0.926			
	FS4	5.951	1.201	0.932			
	FS5	6.216	0.887	0.019			
	FS6	6.519	0.787	0.056			

Source: Fieldwork, (2022)

Fornell and Larcker (1981) criterion is one of the widely accepted method for evaluating discriminant validity of a model (Hair et al., 2016). Hair et al. (2016) advanced that discriminant validity of a structural model can be determined when the AVE values of each construct are higher than the squared value of the correlation between the constructs. Following Hair et al. (2016), it can be indicated that all the constructs met the requirement for discriminant validity. This also goes to confirm the discriminant validity of the model (see Table 4).

**Table 4: Fornell–Larcker criterion for Determining Discriminant Validity**

	FA	AMCS	EMP	EO	EPA	FS
FA	0.688					
AMCS	0.560	0.702				
EMP	0.570	0.585	0.748			
EO	0.565	0.617	0.745	0.746		
EPA	0.614	0.553	0.627	0.623	0.705	
FS	0.560	0.522	0.590	0.581	0.626	0.722

Source: Fieldwork, (2022)

Note: Assertive Managerial Communication Style (AMCS), Employee Performance (EMP), Employee Obedience (EO), Employee Psychological Availability (EPA), Facility Age (FA) and Facility Size (FS).

### Testing Hypotheses

The study data were analyzed using PLS analytical approach. Table 6 presents the  $R^2$  values in the structural model. The model depicted by the hypotheses shows that assertive managerial communication style described 91% of variation in employee performance. Also, while employee obedience has  $R^2$  value of 0.736, employee psychological availability recorded  $R^2$  value of 0.622. The aforementioned  $R^2$  values are good enough to make it possible for the interpretation of the path coefficients. According to Götzet al. (2010), a  $Q^2$  figure bigger than zero is said to have a predictive relevance. A  $Q^2 = 0.342$

indicate that assertive managerial communication style has a large predictive relevance for employee performance. A  $Q^2 = 0.173$  shows that employee psychological availability has a medium predictive relevance for employee performance. Besides, a  $Q^2 = 0.144$  validate that employee obedience has a medium predictive relevance for employee performance.

### Testing the Study Hypotheses

Testing the study hypotheses was established by examining the path coefficient and its related p-value. From Table 6, the path coefficient ( $\beta = -0.108$ ,  $p= 0.005$ ) indicates that the path model from assertive managerial communication style to employee performance is negative and significant. This finding is inconsistent with  $H_1$  since a negative relationship has been established between the variables. The implication of this finding is that although, there is a significant relationship between assertive managerial communication style and employee performance, it does not lead to employee performance, contrary to expectation.

Though, the study found a negative and significant nexus between assertive managerial communication style and employee performance, the researcher argues that assertive managerial communication style enhances employee performance. This is because looking at the significant link between assertive managerial communication style and employee performance, it is more likely that assertive managerial communication style will create mutual understanding, promote good interpersonal interaction with honesty and openness (Lwehabura & Matovelo, 2000). Equally, Tschannen-Moran and Hoy (2000) posited that the use of assertive managerial communication style enhances employee performance because once managers' communication is

straightforward and accurate, employees will view them as trustworthy and will be encouraged to perform on the job.

Elkhwesky et al. (2022) explained some vital reasons why assertive managerial communication style influences employee performance. First and foremost, companies that are committed to assertive communication style are more prone to treating their employees with respect. They also observed that such companies tend to be more responsive to employee and also care for their wellbeing.

The path coefficient ( $\beta = 0.858$ ,  $p = 0.000$ ) indicates a significant positive connection between assertive managerial communication style and employee obedience. This result resonates with the second hypothesis of this study that links hotels' assertive managerial communication style initiatives to employee obedience. Some reason could principally account for this result. Firstly, companies that adopt assertive managerial communication style have the propensity to provide feedback to employees in the proper manner, in an honest and helpful way which could enhance employees' obedience (Clarke, Alshenaifi & Garavan, 2022).

Secondly, the adoption of assertive managerial communication helps managers to articulate employees thought in a manner that do not negate their feelings which later enhance their obedience level (Fadilah, Utari & Wijaya, 2022; Hauer, Quan & Liang, 2021; Mulawarman, Komariyah & Suryaningsi, 2021). Also, the finding of this study resound with the findings of Maryani, Entang and Tukiran (2021) that organisations that use assertive managerial communication style have advantage over rivals because the benefits of assertive managerial communication style results in significant employee obedience. Similarly, the finding confirms the empirical result of Lamat et al.



(2021) that assertive managerial communication style creates a feeling in employees that they are part of the organisation. Some scholars (Tyler, 2021; Zhang, Xu, Liu & Chen, 2021) have also concluded that assertive managerial communication style is positively associated with employee obedience.

Besides ( $\beta = 0.021$ ,  $p = 0.745$ ) illustrate a negative relationship between employee obedience and employee performance. The implication of this result is that employee obedience does not lead to employee performance, contrary to expectation that, employee obedience connect employee performance positively. Therefore,  $H_3$  not supported. Even though, the study found a negative connection between employee obedience and employee performance, the researcher argues that employees who obey the rules, procedures, processes and regulations of their organisation could improve on their performance.

Also, consistent with existing assertive managerial communication style literature, assertive managerial communication style leads to employee psychological availability ( $\beta = 0.788$ ,  $p = 0.000$ ). The increased employee psychological availability that comes as a result of a hotels' assertive managerial communication style once again might probably emanates from some empirical reasons. For instance, Gabriel and Aguinis (2022) advanced that because assertive managerial communication style is geared towards addressing employees work related problems, it more likely that this could make employees psychologically available. Moreover, assertive managerial communication style that is characterised with managers communicating in a straightforward and accurate manner could be viewed as being trustworthy which may later lead to employee psychological availability (Li et al., 2022).

Also, when managers use assertive managerial communication style to communicate from a position of mutual understanding and frequently show care, compassion and respect towards one employee, it promotes honesty, openness, morale, progress, continuous learning and growth (Femi, 2014).

In addition, the study found that employee psychological availability improves employee performance ( $\beta = 0.568$ ,  $p = 0.000$ ). The implication of this finding is that when employees believe they are fairly treated by a firm, they become psychologically available which also improves their performance (Blau, 1964; Cropanzano & Mitchell, 2005). Sarfraz et al. (2022) posited that a psychologically stable employee at the workplace could improve his or her performance. This finding could be linked to this empirical reason. According to Towers (2004), employee psychological availability improves employee performance when employees feel that their firm care and support them. The finding connects to Begall et al.'s (2022) findings that the social, emotional supports employees get from their supervisors impact strongly on their performance. Mohiuddin et al. (2022) affirmed that employee psychological availability connects significantly and positively to employee performance when there are better reward systems in place, job rotation, and enrichment for development within the organisation.

In contrast, Chu, Chan and So (2022) argued that within a particular company, different employees may have different needs and experiences that may affect their performance (Laba & Geldenhuys, 2016). Niebuhr et al. (2022) affirmed the position that employee psychological availability alone cannot determine how employees perform especially when they are exposed to better alternative treatments from other firms.

**Table 5: Summary of Findings**

IV	DV	Path coeff.	S. E	t-Stats	P-Values	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>	VIF
AMCS	EO	0.858	0.026	32.516	0.000	0.736	0.006	0.342	1.860
AMCS	EMP	-0.108	0.06	5.927	0.005	0.911	0.007	0.342	1.867
AMCS	EPA	0.788	0.035	22.503	0.000	0.622	0.515	0.342	1.000
EO	EMP	0.021	0.065	0.325	0.745	0.911	0.434	0.144	1.000
EPA	EMP	0.568	0.079	7.218	0.000	0.911	0.348	0.173	1.311
FA	EMP	0.486	0.085	5.747	0.000	0.911	0.020	0.342	1.201
FS	EMP	-0.002	0.087	0.023	0.981	0.911	0.017	0.342	1.757

Source: Fieldwork, (2022)

Note: Independent Variables (IV), Dependent Variable (DV), Assertive Managerial Communication Style (AMCS), Employee Performance (EMP), Employee Obedience (EO), Employee Psychological Availability (EPA), Facility Age (FA) and Facility Size (FS).

### Control Analysis

The finding of facility age and facility size as control variables into the measurement model is also presented in Table 5. Whereas the connection between facility age and employee performance is significant, the nexus between facility size and employee performance is negative. From the result presented in Table 5, it can be stated that the introduction of facility age and facility size as control variables into the measurement model does not affect the significance test of the path model without control variables.

### Mediation Analysis

**Table 6: Mediation Analysis**

IV	MV	DV	Path coeff.	S. E	t-Stats	P-Values
AMC	EO	EMP	0.057	0.020	2.767	0.005
S						
AMC	EPA	EMP	0.179	0.026	10.915	0.000
S						

Source: Fieldwork, (2022)

Note: Independent Variables (IV), Dependent Variable (DV), (MV) Mediating Variable, Assertive Managerial Communication Style (AMCS), Employee Performance (EMP), Employee Obedience (EO), Employee Psychological Availability (EPA).

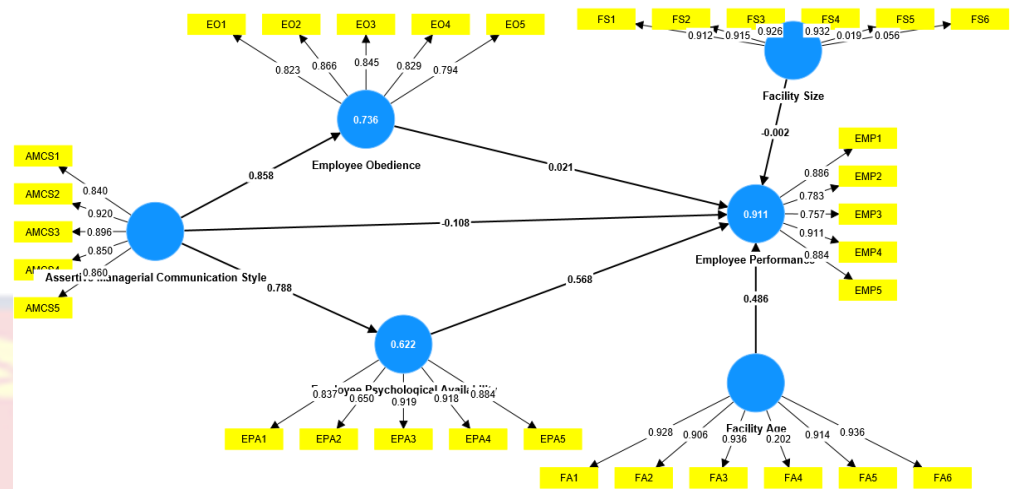


Figure 2: Path Modeling and Factor Loading Results

As disclosed in Table 6 and Figure 2, it can be stated that although the study documented a negative and significant relationship between assertive managerial communication style and employee performance, the researcher argues that assertive managerial communication style perceptions contribute greatly to employee performance ( $\beta = -0.108$ ,  $p = 0.005$ ). The ( $\beta = 0.858$ ,  $p = 0.000$ ) result also means that assertive managerial communication style leads to employee obedience. Likewise, assertive managerial communication style initiatives promote employee psychological availability ( $\beta = 0.788$ ,  $p = 0.000$ ). Despite the fact, the study found a negative and significant linkage between employee obedience and employee performance, the researcher argue that employee obedience contributes significantly to employee performance ( $\beta = 0.021$ ,  $p = 0.745$ ). Also, employee psychological availability contributes to employee performance ( $\beta = 0.568$ ,  $p = 0.000$ ).

Even though, the path from assertive managerial communication style to employee performance indicates a negative and significant nexus ( $\beta = -0.108$ ,  $p = 0.00$ ), the indirect finding ( $\beta = 0.057$ ,  $p < 0.006$ ) between assertive managerial communication style and employee performance is positive and significant. As result, it can be established that employee obedience partially



mediates the association between assertive managerial communication style and employee performance. Thus, given the arguments that firms that employ assertive managerial communication style tend to guide their employees to obey the organisational processes, procedures, rules and regulations (Masih, Raju, Ali & Saher, 2021; Miao, Humphrey & Qian, 2021; Tyler, 2021; Zhang, Xu, Liu & Chen, 2021) and that employee obedience has the propensity for enhancing employee performance (Udin et al., 2022; Viona, Agussalim & Begawati, 2022; Aeni, & Kuswanto, 2021), it can be confirmed that the relationship between assertive managerial communication style and employee performance is mediated by employee obedience (Hu, Zhan, Jimenez, Garden & Li, 2022).

Further, since assertive managerial communication style connects to employee performance both significantly and negatively ( $\beta = -0.108$ ,  $p = 0.005$ ), the indirect result ( $\beta = 0.179$ ,  $p < 0.000$ ) in regards to assertive managerial communication style and employee performance is significant. Hence, it can be affirmed that employee psychological availability mediates the nexus between assertive managerial communication style and employee performance. This finding means the adoption and implementation of assertive managerial communication style improves employees' psychological availability (Men, 2021; Smith et al., 2022; Yao, Kuai & Wang, 2022; Zhang, 2020; Amadu & Anyarayer, 2022; Tuffour, Gali & Tuffour, 2022) which eventually leads to their improved performance (Norawati, Lutfi, Zulher & Basem, 2022).



### Chapter Summary

This chapter comprised of demographic characteristics of respondents, common methods bias and a check for the reliability and validity of the model. Other key discussions under this chapter include hypothesis testing and a summary of data findings in a tabular form, control and mediation analysis with their corresponding tables and figures.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents on the findings obtained in chapter four. It further concluded and made recommendations for the managers of hotels and hospitality industry and recommendations for future research into this subject matter.

#### Overview

This study investigated the connection between assertive managerial communication style and employee performance by focusing on the mediating role of employee obedience and employee psychological availability. Primary data were collected from 162 employees of Volta Serene Hotel, SkyPlus Hotel and Restel Hotel in the Ho Municipality. Partial least square estimation technique was used to analyze the study data. The applicable literature and hypotheses have been discussed and tested accordingly. The study was also guided by explanatory research design. Likewise, the social exchange theory and social identity theory have been reviewed.

#### Key Summary Findings

##### Assertive Managerial Communication Style and Employee Performance

The study affirms social exchange theory position that hotels should engage in a cost-benefit association between hotel managers and employees. This is because since employees are one of the main concerns for hotels and being profit generating entity, their performance is vital for their survival. Therefore, it is vital for hotels to employ assertive managerial communication style in order for employees to vent out their feelings, desires and expectations

in order to enhance their performance. Also, the study advances the social identity theory that once workers are encouraged and satisfied with the actions of their organisational leaders, their commitment increases which in turn, translate into their performance.

Also, although the study found a negative and significant relationship between assertive managerial communication style and employee performance, the researcher argues that assertive managerial communication style perceptions contribute greatly to employee performance. This is because assertive managerial communication style creates mutual understanding and respect among employees. Similarly, assertive managerial communication style promotes good interpersonal interaction with honesty. Equally, the use of assertive managerial communication style enhances employee performance because once managers' communication is straightforward and accurate, employees will view them as trustworthy and will be encouraged to perform on the job.

#### **The Mediating role of Employee Obedience on the relationship between Assertive Managerial Communication Style and Employee Performance**

The finding provides confirmation that the nexus in regards to assertive managerial communication style and employee performance is partially mediated by employee obedience. It is established from the study that hotels that employ assertive managerial communication style tend to guide their employees to obey the organisational rules and regulations, processes and procedures and that employee obedience has the propensity for enhancing employee performance. Thus, the link between assertive managerial communication style and employee performance is partially mediated by employee obedience.

## **The Mediating role of Employee Psychological Availability on the nexus between Assertive Managerial Communication Style and Employee Performance**

The finding promotes the view that the nexus between assertive managerial communication style and employee performance is influenced by employee psychological availability. Companies such as hotels tend to use assertive managerial communication style to make employees psychologically available which, in turn, could improve their performance. This means that as a company engages in assertive managerial communication style, the company is more likely to increase employee's psychological availability, which could later lead to employee performance. Thus, employee psychological availability mediates the nexus between assertive managerial communication style and employee performance.

### **Conclusion**

The study examined the connection between assertive managerial communication style and employee performance by focusing on the mediating role of employee obedience and employee psychological availability. Despite the fact the study recognised a negative and significant linkage between assertive managerial communication style and employee performance, the researcher argue that assertive managerial communication style perceptions contribute to employee performance.

Furthermore, the study documented that the nexus between assertive managerial communication style and employee performance is partially mediated by employee obedience. Therefore, the study revealed that the hotels that adopt assertive managerial communication style in the form of honesty,

objectivity, openness, tolerance, self-expression and respect for employees are more likely to make employees to be obedient which could lead to employee performance.

The study also documented that employee psychological availability mediates the nexus between assertive managerial communication style and employee performance. Therefore, the study revealed that hotels that engage in assertive managerial communication style could increase employees' psychological availability which will also enhance their performance.

### **Recommendations**

The study makes available a number of considerable recommendations for the managers of firms in the hospitality industry specifically, hotels:

First and foremost, because it has been recognised that association between assertive managerial communication style and employee performance is negative and significant, managers of hospitality industry specifically, hotels should be more responsive to employees by seeking for innovative ways of communicating and addressing their complaints and concerns through assertive managerial communication style. This is because such initiatives will enhance their chances of improving their performance both financially and non-financially. Besides, the managers of hotels should endeavour to engage in communication that are accurate, with openness, objectivity among others in order to create mutual understanding and respect between employees and management since their survival and continuous existence is dependent on their performance.



In conclusion, although, the link between the two constructs is negative and significant, both employee obedience and employee psychological availability partially play a role in this connection. Hence, hotels should pay attention to their assertive managerial communication style in order to achieve employee obedience and improve their psychological availability as well.

### **Suggestions for Further Research**

Further investigation on assertive managerial communication style and employee performance should be extended further in other sectors to confirm the nexus in this study. Also future study should test the moderating roles of employee obedience and employee psychological availability on the linkage in regards to assertive communication style and employee performance.



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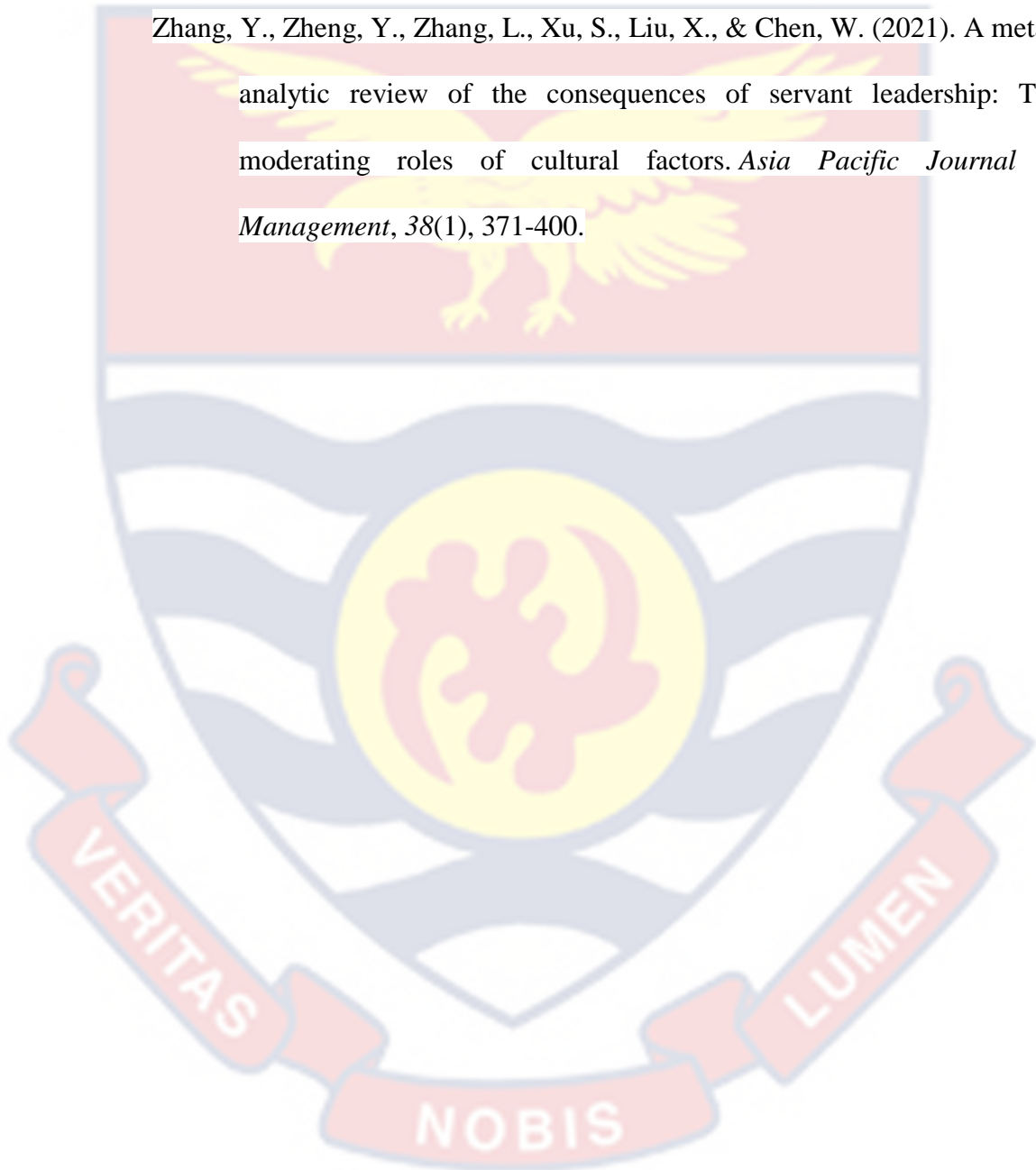
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**APPENDIX A: QUESTIONNAIRE**

Dear Sir/Madam,

I am MBA student from the Department of Management, School of Business, the University of Cape Coast. I am undertaking a study on the topic, **“Assertive Managerial Communication Style and Employee Performance: The Role of Obedience and Psychological Availability in Selected Hotels in Ho”** and you are selected for data for this study. The information you would provide are relevant to the study and every information you provide will remain highly confidential; this is for an academic purpose only. Thank you very much for participating.

**SECTION A: Demographic Characteristics**

**In this section kindly provide the information requested below by ticking [√]**

1. Sex: Female ( )      Male ( )
2. Age: Below 21 years ( )    21 – 30 years ( )    31 – 40 years ( )    41 – 50 years ( )    51 – 60 years ( )
3. Marital status: Single ( )    Married ( )    Divorced ( )    Widowed ( )  
Separated ( )
4. Years of work: Less than 1 year ( )    1 – 4 years ( )    5 – 9 years ( )  
10 – 14 years ( )    15 years or more ( )
5. Educational Level: Certificate ( )    Diploma ( )    Bachelor’s degree ( )  
Postgraduate degree ( )    Other ( )  
Specify.....

**SECTION B**

Please on a scale of **1 to 7**, indicate the extent to which you agree to each of the statements below, where **1 – Least Agreement and 7 - Highest Agreement**.

STATEMENTS		RESPONSES						
		1	2	3	4	5	6	7
<b>Assertive Managerial Communication Style (ACS)</b>								
AMCS1	My superior is able to recognize and express his or her good points when he or she is giving instructions.							
AMCS2	My superior usually stands up for his or her rights and allows workers here to do same.							
AMCS3	My superior is able to start or carry on conversations with workers in comfortable ways.							
AMCS4	My superior is able to express negative feelings about other people without being abusive or guilty.							
AMCS5	My superior can take criticism without becoming defensive or guilty.							
<b>Employee Obedience (EOB)</b>								
EO1	I follow every instruction from my superior when performing my job.							
EO2	I trust my superior and so I follow him or her when I do not know what to do.							
EO3	I believe that employees should do what their superiors say when the employee and superior are in agreement.							
EO4	Whatever the demands of our superiors are, it is an employee's primary duty to meet those demands without violating any law.							
EO5	When there is uncertainty, my superior is trustworthy and knows best so I abide by his							

	or her orders.								
<b>Employee Psychological Availability (EPA)</b>									
EPA1	At the workplace, I am confident in my ability to handle competing demands.								
EPA2	I am confident in my ability to deal with problems that come up at work.								
EPA3	I am confident in my ability to think clearly at work.								
EPA4	I am confident in my ability to display the appropriate emotions at work.								
EPA5	I am confident that I can handle the physical demands at work.								
<b>Employee Performance (EMP)</b>									
EMP1	I work within time schedule.								
EMP2	The services we provide are conducted in a timely fashion.								
EMP3	The duties I perform in the workplace meet customers' expectations.								
EMP4	I complete my duties at the workplace according required standards.								
EMP5	I perform my duties at the workplace attentively and correctly.								
<b>Facility Age (FA)</b>									
FA1	The age of my hotel helps improve improves my performance								
FA2	The long existence of the hotel ac as a conduit in improving my performance								
FA3	I did not experience stress in the last 12								

	months due to age diversity issues in my workplace								
FA4	Improvement on existing facility improves my performance and productivity								
FA5	The age of the facility influences my responses								
FA6	I am able to work in any hostel irrespective of the age of the facility								
<b>Facility Size (FS)</b>									
FS1	The size of the hotel influences my performance								
FS2	My work schedules are many because of the size of the hotel								
FS3	I do not perform well because of the size of the hotel								
FS4	Enhancement on the size of the facility will improve on my performance								
FS5	I am sometimes motivated by the size of the hotel facility to work harder								
FS6	My supervisor evaluates my performance base on the facility size								

**Thank you so much**



## APPENDIX B

Table 2: Model Fit

	Saturated Model	Estimated Model
SRMR	0.056	0.088
d_ ULS	3.116	6.823
d_ G	2.062	2.194
Chi-Square	2110.435	2277.555
NFI	0.693	0.669
rms Theta	0.103	

Source: Fieldwork

Table 3: Summary of Measurement of Scale

Latent Variable	Indicators	Mean	SD	Loadings	CR	AVE	Cronbach Alpha
<i>Assertive Managerial Communication style</i>					<b>0.923</b>	<b>0.763</b>	<b>0.922</b>
	AMCS1	5.235	1.372	0.840			
	AMCS2	5.549	1.222	0.920			
	AMCS3	5.593	1.147	0.896			
	AMCS 4	5.772	1.026	0.850			
	AMCS 5	5.698	1.112	0.860			
Employee Obedience					<b>0.892</b>	<b>0.692</b>	<b>0.889</b>
	EO1	5.802	0.987	0.823			
	EO2	5.679	1.185	0.866			
	EO3	5.914	0.984	0.845			
	EO4	5.999	1.018	0.829			
	EO5	5.759	1.076	0.794			
Employee Performance					<b>0.923</b>	<b>0.716</b>	<b>0.902</b>
	EMP 1	5.574	1.236	0.886			
	EMP 2	5.315	1.358	0.783			
	EMP3	5.463	1.287	0.757			
	EMP 4	5.617	1.611	0.911			
	EMP 5	5.778	1.291	0.884			
Employee Psychological Availability					<b>0.922</b>	<b>0.718</b>	<b>0.899</b>
	EPA 1	5.673	1.148	0.837			
	EPA 2	5.599	1.189	0.650			
	EPA 3	5.247	1.667	0.919			
	EPA 4	5.488	1.344	0.918			
	EPA 5	5.537	1.218	0.884			

Facility Age					<b>0.957</b>	<b>0.719</b>	<b>0.898</b>
FA1	5.877	1.246	0.928				
FA2	5.951	1.164	0.906				
FA3	5.926	1.174	0.936				
FA4	6.772	6.716	0.202				
FA5	5.392	1.675	0.914				
FA6	5.852	1.411	0.936				
Facility Size					<b>0.741</b>	<b>0.566</b>	<b>0.794</b>
FS1	5.765	1.331	0.919				
FS2	5.963	1.328	0.915				
FS3	5.932	1.233	0.926				
FS4	5.951	1.201	0.932				
FS5	6.216	0.887	0.019				
FS6	6.519	0.787	0.056				

Source: Fieldwork

**Table 4: Fornell–Larcker criterion for Determining Discriminant Validity**

	<b>FA</b>	<b>AMC</b>	<b>EMP</b>	<b>EO</b>	<b>EPA</b>	<b>FS</b>
<b>FA</b>	0.688					
<b>AMC</b>	0.560	0.702				
<b>EMP</b>	0.570	0.585	0.748			
<b>EO</b>	0.565	0.617	0.745	0.746		
<b>EPA</b>	0.614	0.553	0.627	0.623	0.705	
<b>FS</b>	0.560	0.522	0.590	0.581	0.626	0.722

Source: Fieldwork

**Table 5: Summary of Findings**

<b>IV</b>	<b>DV</b>	<b>Path coeff.</b>	<b>S. E</b>	<b>t-Stats</b>	<b>P-Values</b>	<b>R<sup>2</sup></b>	<b>f<sup>2</sup></b>	<b>Q<sup>2</sup></b>	<b>VIF</b>
AMCS	EO	0.858	0.026	32.516	0.000	0.736	0.006	0.342	1.860
AMCS	EMP	-0.108	0.06	5.927	0.005	0.911	0.007	0.342	1.867
AMCS	EPA	0.788	0.035	22.503	0.000	0.622	0.515	0.342	1.000
EO	EMP	0.021	0.065	0.325	0.745	0.911	0.434	0.144	1.000
EPA	EMP	0.568	0.079	7.218	0.000	0.911	0.348	0.173	1.311
FA	EMP	0.486	0.085	5.747	0.000	0.911	0.020	0.342	1.201
FS	EMP	-0.002	0.087	0.023	0.981	0.911	0.017	0.342	1.757

Source: Fieldwork

**Table 6: Mediation Analysis**

<b>IV</b>	<b>MV</b>	<b>DV</b>	<b>Path coeff.</b>	<b>S. E</b>	<b>t-Stats</b>	<b>P-Values</b>
AMCS	EO	EMP	0.057	0.020	2.767	0.005
AMCS	EPA	EMP	0.179	0.026	10.915	0.000

Source: Fieldwork

APPENDIX C

PATH MODELING AND FACTOR LOADING RESULTS

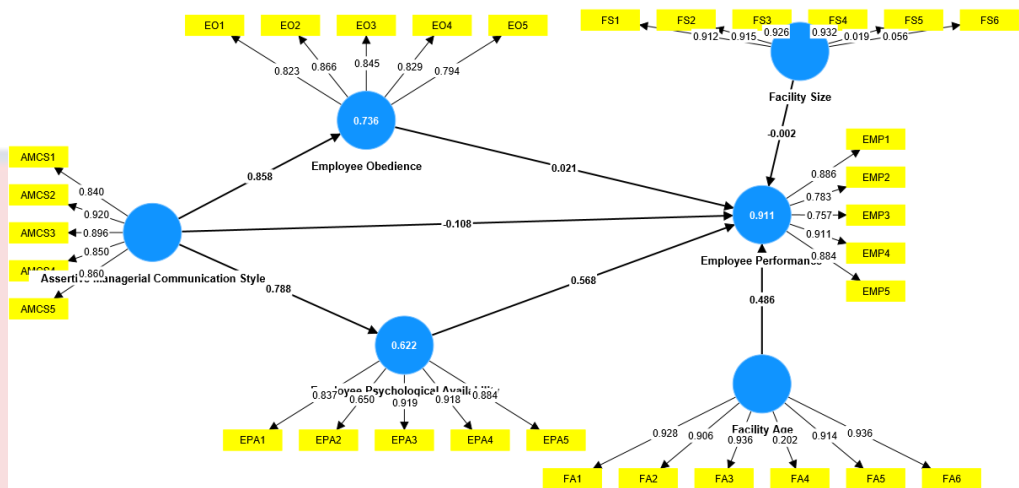


Figure 3: Significance of Factor Loadings and Path Coefficient

