

Original Article

Coercive Management Behavior and Employees' Satisfaction in the Hospitality Sector in Delta State Nigeria

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Abstract: This study examined the relationship between coercive management behavior and employees satisfaction using the hospitality industry as a case study. The study looked at salary reduction, suspension, rest period withdrawal, giving extra work for non-compliance which are forms of coercive behaviours exhibited by management as the independent variables and their relationship with employees satisfaction as the dependent variable. The study adopted a descriptive survey research design, was guided by five research questions and five hypotheses were raised by the researcher in line with the study objectives. Four (4) hotels with a population of 216 employees were randomly selected within Warri metropolis of Delta state and a sample size of 140 which was derived with Taro Yamane formula was used as participant for the study and used a questionnaire that was duly validated by the supervisor who is an expert as instruments to collect data. Of the 140 copies of the questionnaires distributed, only 135 was returned and used for the analysis. The data gathered from the questionnaire administered was analyzed using descriptive statistics (mean and simple percentage, while the hypotheses were tested using the Pearson product-moment correlation co-efficient (PPMCC) at 0.05 alpha level to test for the influential relationship between variables. The study revealed that Autocratic leadership styles of management have a significant influence on employee's satisfaction in the hospitality organizations, Management behavior of use of salary reduction have a significant influence on employee's satisfaction, Giving extra work load for non-compliance have a significant influence on employee's satisfaction and withdrawal of rest/off period have a significant influence on employee's satisfaction. using suspension from official duties have a significant influence on employee's satisfaction and Coercive management behavior have influence on employee's satisfaction since all variable underpinning coercive behavior have effect on employee's satisfaction. Based on the findings of this study, it was concluded that coercive management behavior, is not favorable to employees because in the long run it would have some level of effect on the employees satisfaction and it was recommended among others that organizations should adopt minimal level of coercive style in dealing with employees and not be too coerce in their behavior. This will make employees to feel a sense of respect for their personality.

Keywords: Coercive, Satisfaction, Management, non-compliance, leadership.

I. INTRODUCTION

Employee satisfaction is the extent to which employees are happy or content with their jobs and work environment. Employee satisfaction is the level of contentment employees feels with their job. Employee satisfaction goes beyond their daily duties, but covers employees' satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on their (employees) personal lives (Chiradeep 2021). Thus, a satisfied employee will display a positive attitude towards the job and employees with a low job satisfaction will show unsatisfactory performance and display negative attitude towards work (Ali 2020; Arubayi, Eromafuru, & Egbule 2020).

In any organization whether small or big, employees are key stakeholders because, they as human resources use other factor of production land, capita which include money for production and without human resource(employees) other resources will stand dormant, useless and not produce anything(Ojeleye & Okoro, 2016). Hence the satisfaction of employees with their supervisors, managers and their jobs is paramount to the organizational success.

Nevertheless, coercive behavior of management has being said to have advantages and also disadvantages in form of effect on employees as well as on the organization., As noted by Quain (2019) coercion limits employee choices and can be both effective and ineffective which can backfire, Podsakoff and Schriesheim in Jauhar, Lee, & Abdul (2015) noted that coercive tactics have negative influence on employees job satisfaction as employees are less committed and satisfied with their job when their managers increasingly shows coercive management behavior, it generates fear, discouragement, dissatisfaction, resentment and turnover among employees (Lee, and Abdul,2015).

The problem of this study arise from the that issue that some organizational managers see coercive management attitude as not to scare employees, but to ensure compliance, thus many managers prefer to applying as it allows managers to control how their organization operates and to instill discipline in their employees, improving organizational efficiency and productivity and because it yield faster result in obtaining employee's compliance. Thus, coercive attitude may develop fear and discouragement in employees as it makes employee feel that their present job is the best in the whole world which may not be true and in the long run the result may be employee's job dissatisfaction.

A) Objectives of the Study

The main objective of this research work is to examine the relationship between coercive management behavior and employee's satisfaction. To achieve this main objective, the following specific objectives will be looked at:

1. To assess the relationship between autocratic leadership styles and employee's satisfaction
2. To ascertain the relationship between threat of salary reduction and employee's satisfaction
3. To examine the relationship between punishment of giving extra work for non-compliance and employee's satisfaction
4. To find out the relationship between punishment of withdrawal of rest/off period and employee's satisfaction.
5. To explore the relationship between threat of suspension from official duties and employee's satisfaction.

B) Research Questions

This research work is aimed at answering the following research questions as it relates to the objectives:

1. To what extent does autocratic leadership styles have on employee's satisfaction?
2. To what extent does use of threat of salary reduction influence employee's satisfaction?
3. What is the relationship between management behavior of giving extra work for non-compliance and employee's satisfaction?
4. What influence does punishment of withdrawal of rest/off period have on employee's satisfaction?
5. What is the relationship between use of threat of suspension from official duties and employee's satisfaction?

C) Research Hypothesis

The following null hypotheses are stated in relation to the objectives:

- Ho₁. Autocratic leadership styles of management does not have significant influence on employee's satisfaction.
Ho₂. There is no significant relationship between use of threat of salary reduction and employee's satisfaction.
Ho₃ There is no significant relationship between management behavior of giving extra work for non compliance and employee's satisfaction
Ho₄. There is no significant relationship between withdrawal of rest/off period and employee's satisfaction
Ho₅. There is no significant relationship between use of threat of suspension from official duties and employee's satisfaction.

This study on the impact of coercive management behavior on employees satisfaction is to cover the variables of coercive behavior; such as autocratic leadership style, threat or punishment of reduction of salaries, giving extra work for non compliance, withdrawal of rest/off period and suspension as identified by Quain, S. (2019) and Pierro, Cicero, & Raven in the Decision Lab article on power (2020), and how they relate to variables of employee satisfaction such as; employee motivation, commitment, employee loyalty. As its geographical scope, the study will cover and be carried out using selected Hotels/ hospitality homes within the confinement/framework of Warri, Delta state.

II. LITERATURE REVIEW

A) Concept of Management Behavior

Behaviours simply put, is the way in which one acts or conducts oneself, especially towards others. Thus the way a manager act towards employees or subordinates could be termed as management behavior. Management behavior in the context of this project is the attitude, actions, and styles managements or managers exhibits/displays in the course of their day to day dealing with employees/staff and subordinates. This behaviors are majorly displayed in the leading functions of directing and controlling of the day to day activities of employees in the work place. One can actually tell the management behavior through the leading/leadership style and power they adopts in dealing with employees in other to command or influence employees performance for the attainment of set goals.

B) Coercive Management Behavior

In business, coercive management is described by Quain(2019) as the power that managers have to give employees with some type of punishment if they do not follow directions and achieve the desired goal. Management coercive behavior according to Grimsley (2021) is seen in managers' habit of forcing employees to follow orders by expending some form of punishment if the employees does not comply with the order. Examples of coercive power include threats of write-ups, demotions, pay cuts/reduction of salaries, layoffs, and terminations if employees do not follow orders(Grimsley 2021).

French, Raven, & Cartwright, as cited in the Decision Lab Management reference guide(2020) described coercive behavior as “a formal power where influencing agents which is management uses the threat of force to gain compliance from targets which is employees. The force according to the authors, can be social, emotional, physical, political, or economic means, and is not always recognized by the employees which are the target.

In the formation and development of any organization whether small or big, employees are key stakeholders because, in any organization, machine, money (capital) and very importantly human resources help in performance of production task and except humans as employees every other resources are non-living things. Employees (human resources) use these non living resources to generate output in which without them, other resources will stand dormant and useless and thus, not produce anything(Sule, 2013a). This is where employees as human resources becomes very essential and indispensable component of any organization. Employee satisfaction as defined by Locke cited in Jauhar, Lee, & Abdul (2015) has to do with an employee’s overall evaluation of his/her job if it is favorable or unfavorable to them. Roelen as cited in Jauhar, Lee, & Abdul (2015) described it as the positive response and feelings that employees have on their job. Lee & Low (2015) defined it as positive feelings that employees derives from their job situation. Ali (2020) emphasized that a person who has a high job satisfaction will be highly committed to perform positively in an organization and a person with a low job satisfaction on the other hand will exhibit unsatisfactory performance and negative attitude towards work.

C) Relationship between Coercive Management Behavior and Employee’s Satisfaction

As said earlier, employees are key stakeholders in any organization whether small or big, they as human resources are very essential and indispensable component of any and thus the satisfaction of employees with their supervisors, managers and their jobs is paramount to the organizational success.

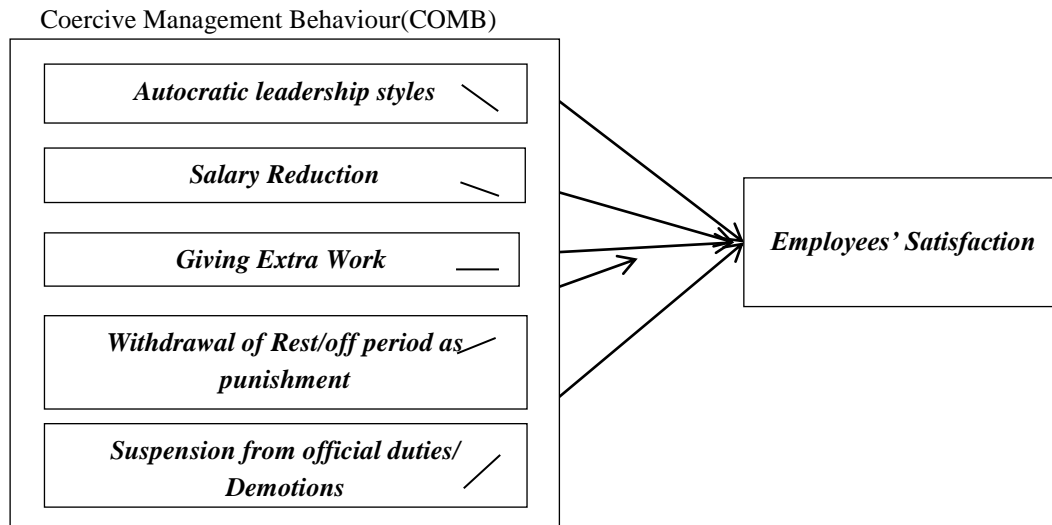
To get employees to put in their best effort, the management/manager has to understand the people, their emotional, physical and intellectual needs. Management has to know that each member or employee of the group has his/her own personal needs and aspirations which are influenced by factors like ethnic, social, political, economic and the technological environment of which he/she is a part(Nwachukwu 2015). As noted by Lee and Low (2015) the behavior or styles adopted by managers in managing their employees has an extensive impact on the employees’ overall feelings and attitudes towards work and also on their relationship with their managers

Applying coercive management pattern, manager and supervisors are most time task-centered, they focus on getting tasks done. Managers behavior through application of various power bases and leading styles in dealing with their employees to achieve organizational goals is said to have influence on the employee’s perception and feelings towards the management as well as the job. Coercive management behaviour as noted by Podsakoff and Schriesheim in Jauhar, Lee, & Abdul (2015) have negative influence on employees job satisfaction and it generates slightest employees satisfaction. Also, it is said that employees are less committed and satisfied with their job when their managers increasingly shows coercive management behaviour (Zameni, Enayati, Palar & Jamkhaneh 2012). Elangovan & Xie also commented that managers frequent use of coercive management style would yield negative feelings such like; fear, discouragement, dissatisfaction, resentment and turnover among employees(Elangovan & Xie, in Jauhar, Lee, & Abdul (2015).

The extreme top-down decision making method that exist in the coercive attitude of management through their leading style put new ideas on the vine, that is, it does not allow employees the opportunity to introduce new ideas, the people feel so disrespected that they think “I won’t even bring my ideas up-they’ll only be shot down”(Goleman in Abdul-Razak 2017). According to the author, the coercive attitude of management has damages the reward system by which most high performing workers are motivated more than money, The author also posited, that the coercive style undermines one of the leader’s prime tools which is motivating people by showing them how their job fits into a grand shared mission. Such a loss, measured in terms of diminished clarity and commitment, leaves people alienated from their own jobs”(Goleman in Abdul-Razak 2017).

According to Wang, Wang, Seifert, & Seifert (2017) any form of pay cuts whether cuts in benefits, overtime pay, bonuses, allowances, pension, and basic pay impact works attitude and specifically demoralize employees. Sulistiyani as mentioned in Ali (2020) posited that management behavior of use of coercive measures can lead to manipulative obedience of workers, resistance and avoidance such as not being open and being inclined to pretend among employees, the in order to reduce these outcomes, the author suggested that the application of punishment must be done with wise consideration.

D) Conceptual Framework



Source: Researchers Construct 2023

E) Theoretical Framework

This study is hinged on the Theory of Reasoned Action (TRA or ToRA) Developed by Martin Fishbein and Icek Ajzen in 1967, the theory derived from previous research in social psychology, persuasion models, and attitude theories. Fishbein's theories suggested a relationship between attitude and behaviors (the A-B relationship). The theory of reasoned action (TRA or ToRA) aims to explain the relationship between attitudes and behaviors within human action. It is mainly used to predict how individuals will behave based on their pre-existing attitudes and behavioral intentions. An individual's decision to engage in a particular behavior is based on the outcomes the individual expects will come as a result of performing the behavior. The primary purpose of the TRA is to understand an individual's voluntary behavior by examining the underlying basic motivation to perform an action(Doswell, Braxter, Cha, & Kim, (2011).

The theory relates to this study because it upholds that a manager's presentation of coercive behaviour is determined by his /her behavioural intention to be coercive, which is determined by the outcomes management expects will come as a result of performing the behavior. Management will adopts a coercive style if they wants to achieve a difficult goal and want employees to comply without questioning and if they perceive that employees would ordinarily not comply hastily.

III. METHODS

The descriptive survey design method was adopted for this study. The population of comprised of all the 216 staff/employees of the Four(4) randomly selected hospitality organizations within Warri, Delta state Nigeria. These hospitality organizations or hotels were selected due to their popularity and the large number of employees they possess.

The Taro Yamane formula of 1964 and Bowley's proportion technique was applied to determine the sample of the study. it was used to sample 140 employees from the population as participants of the study. A structured close-ended questionnaire in a four point Likert rating scale with response categories ranging from "Strongly Agree (4)", "Agree (3)", "Disagree (2)", to "Strongly Disagree (1)" duly validated by experts and tested reliable was employed as instrument for data collection in the study. Data obtained was analyzed using frequency, percentage, simple mean, for the research questions. While the hypotheses were tested using the Pearson product-moment correlation co-efficient (PPMC) at 0.05 alpha level to test for the relationship between variables with the aid of Statistical Package for the Social Sciences (SPSS) software.

IV. RESULTS

The percentage analysis of personal data of the respondents in terms of gender. From the table, 49% of the respondents are male while 51% of the respondents are female. This indicates that there are more females than males among the employees of the sampled hospitality organization. 56% of respondents are single staff (unmarried), 37% are married, while 7% are a divorcee. This indicates that majority of the employees in the sampled hospitality organizations are singles and less than 50% are married. Majority of the respondents are HND/BSC holders (68%), 19% are SSCE/GCE holders, and 11% are M.Sc/MBA/PHD holders, while 1.5% are holders of other certificate not listed. This indicates that the majority of the employees of the selected hospitality organizations are educated to a large extent (tertiary education). 50% of the respondents have working experience not between 0-4 years, 35% have working experience between 5-10 years, 7% have working experience between 10-15 years, 5% have working experience between 15-20 years and just 3% have working experience above

21years. This indicates that majority of the employees have worked for at least 2years. 14% of the respondents are between the age of 18-23years, 36% are between the age of 24-29years, 20% are between the age of 30-35years, while 18% are between the age of 36-41years and 12% are above 41years. This indicates that majority of the employees of the hospitality organizations are adults above 18years of age.

A) Analysis of Items Related to Research Questions

a. Research Question One: To what extent does autocratic/dictatorship leadership styles have on employee's satisfaction?

Table 1: Showing analysis of response on influence of autocratic leadership style on employee's satisfaction N=135

S/N	Autocratic leadership styles of management behavior	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1	In my organization most decision-making powers are centralized in the manager	70 51.9%	37 27.4%	23 17.0%	5 3.7%	3.3	Accept
2	In my organization managers do not entertain any suggestions or initiatives from employees	28 20.7%	27 20.0%	48 35.6%	32 23.7%	2.4	Rejected
3	In complex situations, supervisor does not let employees work problems out on their own.	51 37.8%	50 37.0%	30 22.2%	4 3.0%	3.1	Accept
4	Our manager only instruct us the employees what has to be done and how to do it and wants it carried out immediately	36 26.7%	66 48.9%	19 14.1%	14 10.4%	2.9	Accept
5	My manager delegate tasks to employees in order to implement a new procedure or process.	53 39.3%	52 38.5%	28 20.7%	2 1.5%	3.2	Accept

Source: Field Survey, 2023.

Table 1 above shows that management of the organizations to a large extent applies and exhibits autocratic leadership behavior in dealing with employees. this is evident in the table as it was agreed with greater mean point that; most decision-making powers are centralized in the managers of the organization (agreed by 79.3% of respondents and mean of $3.3 < 2.5$), It was rejected that managers do not entertain any suggestions or initiatives from employees (disagreed by 59.3% of respondents and mean $2.4 > 2.5$), 74.8% agreed that their supervisor does not let employees work problems out on their own in complex situations (mean $3.1 < 2.5$), managers only instruct employees what has to be done and how to do it and wants it carried out immediately (agreed by 75.6% of respondents with mean $2.9 < 2.5$), and that managers delegate tasks to employees in order to implement a new procedure or process (agreed by 77.8% of respondents with mean $3.2 < 2.5$).

The above result indicates a level of autocratic leadership behaviors being showcased/exhibited by managements of the selected hospitality organizations.

b. Research Question Two: To what extent does use of threat of salary reduction influence employee's satisfaction?

Table 2: Showing analysis of response on influence salary reduction has on employee's satisfaction N=135

S/N	Salary reduction management behavior	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1.	I will not be happy doing my job if I always get threat of salary reduction from manager because of little mistake	68 50.4%	45 33.3%	17 12.6%	5 3.7%	3.30	Accepted
2.	I am not pleased to see that my salary/wage is being reduced by management over task I did not complete	40 29.6%	61 45.2%	29 21.5%	5 3.7%	3.01	Accepted
3	I try to comply with all instructions from my boss to avoid my salary being slashed	59 44%	57 42%	13 10%	6 4%	3.25	Accepted

4	I try to come early to work to avoid reduction of my salary due to lateness	56 41.5%	61 45.2%	6 4.4%	12 8.9%	3.19	Accepted
5	I comply with unfavorable work scheduled by my manager to avoid reduction of my salary due to non compliance	53 39.3%	45 33.3%	25 18.5%	12 8.9%	3.03	Accepted

Source: Field Survey, 2023.

Table 2 above shows that all the statements were accepted with mean points above 2.5. it was accepted and agreed that; employees are not happy doing their job if they always get threat of salary reduction from manager because of little mistake(accepted by 83.7% with $3.30 < 2.5$), employees are not pleased to see that their salaries/wages are being reduced by management over task not completed(accepted by 74.8% with $3.01 < 2.5$), try to comply with all instructions from their boss to avoid my salary being slashed (accepted by 86% respondents with $3.25 < 2.5$), employees try to come early to work to avoid reduction of salary due to lateness (accepted by 86.7% of respondents with $3.19 < 2.5$) and employees which comply with unfavorable work scheduled by their manager to avoid reduction of my salary due to non compliance(accepted by 72.6% of respondents with $3.03 < 2.5$).

This result indicates that salary reduction as a coercive management behavior have some level of influence on employee's satisfaction since they are not happy doing their job under threat of salary reduction, they are not please with it and it coerce them to comply with unfavorable work conditions.

c. Research Question Three: What is the relationship between management behavior of giving extra work for non compliance and employee's satisfaction

Table 3: Showing analysis of response on relationship between management behavior of giving extra work for non compliance and employee's satisfaction

N=135							
S/N	Management behavior of giving extra work for non compliance	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1	Being giving extra work by management as punishment for non compliance makes me get fed up with my job	49 36.3%	31 23%	43 31.9%	12 8.9%	2.9	Accepted
2	I am pleased with my manager attitude of always threatening me of being given extra work if I don't complete a task	2 1.5%	7 5.2%	65 48.1%	61 45.2%	1.6	Rejected
3	I am not pleased with my manager attitude of always threatening me of being given extra work if I don't complete a task	48 35.6%	70 51.9%	15 11.1%	2 1.5%	3.2	Accepted
4	Threat of being given extra work by management makes me want to comply even with unfavorable work situations	26 19.3%	63 46.7%	37 27.4%	9 6.7%	2.8	Accepted
5	Threat of being given extra work by management makes me feel like a slave to my organization	35 25.9%	58 43.0%	35 25.9%	7 5.2%	2.9	Accepted

Source: Field Survey, 2023.

Table 3: shows the relationship between management behavior of giving extra work for non compliance and employee's satisfaction. from the table, it was accepted by 59.3% of respondents with mean of $2.9 < 2.5$ that being giving extra work by management as punishment for non compliance makes them get fed up with their jobs, most of the employees 93.3% rejected with mean $1.6 > 2.5$ that they are pleased with managers attitude of always threatening them of being given extra work if they don't complete a task and accepted by 87.5% respondents with mean of 3.2 that they are not pleased with manager's attitude of always threatening given extra work if they don't complete a task, accepted with mean of 2.8 and 66% response that threat of being given extra work by management makes employees want to comply even with unfavorable work situations and 63.9% of respondents agreed with mean of $2.9 < 2.5$ that threat of being given extra work by management makes employees feel like a slave to their organization.

This shows that employees most times are not satisfied with being given extra work as punishment.

d. Research Question Four: what influence does punishment of withdrawal of rest/off period have on employee's satisfaction?

Table 4: Showing analysis of response on influence punishment of withdrawal of rest/off period have on employee's satisfaction

N=135							
S/N	Management behavior of use of withdrawal of rest/off period as punishment	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1.	I feel withdrawal of rest/off period is an inhuman act	59 43.7%	34 25.2%	33 24.4%	9 6.7%	3.1	Accepted
2.	I feel withdrawal of rest/off period makes me discourage to initiate new ideas in my work	24 17.8%	62 45.9%	36 26.7%	13 9.6%	2.7	Accepted
3.	I must be at work at the right time to avoid my rest/off period being withdrawn as punishment	31 23.0%	64 47.4%	33 24.4%	7 5.2%	2.9	Accepted
4	I perform my duties to avoid my rest/off period being withdrawn as punishment	51 37.8%	60 44.4%	12 8.9%	12 8.9%	3.1	Accepted
5	I comply with all work situation whether favourable or not to avoid my rest/off period being withdrawn as punishment	61 45.2%	34 25.2%	27 20.0%	13 9.6%	3.1	Accepted

Source: Field Survey, 2023.

Table 4 above shows all the items were accepted with mean points greater than 2.5. from the table, majority of the employees accepted that they feel withdrawal of rest/off period is an inhuman act on employees (accepted by 63.9% of respondents with mean 3.1<2.5), most agreed that withdrawal of rest/off period makes them discourage to initiate new ideas in their work(accepted by 63.7% of respondents with mean 2.7<2.5), most agreed that they comply with all work situation whether favourable or not to avoid their rest/off period being withdrawn as punishment(accepted with mean 3.1), most employees comply with all work situation whether favourable or not to avoid my rest/off period being withdrawn as punishment(accepted with mean 3.1) This indicates that withdrawal of rest/off period as a coercive management behavior have some influence on employees' satisfaction with the job as well as management.

e. Research Question Five: What is the relationship between use of threat of suspension from official duties and employee's satisfaction?

Table 5: Showing analysis of response on relationship between use of threat of suspension from official duties and employee's satisfaction

N=135							
S/N	Management behavior of use of threat of suspension from official duties	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1.	I seem to develop less commitment to my job whenever I get threat of suspension from official duties	38 28.1%	33 24.4%	42 31.1%	22 16.3%	2.6	Accepted
2.	I tend to develop a feeling of fear when my manager always threaten to suspend me from official duties to punish me for task not done	19 14.1%	55 40.7%	39 28.9%	22 16.3%	2.5	Accepted
3.	I feel unsecured in carrying out my duty under threat of suspension from official duties for previous complaints	36 26.7%	59 43.7%	34 25.2%	6 4.4%	2.9	Accepted
4	I feel discourage and to resign from work if my manager uses threat of suspension from official duties just for me to accomplish a task	55 40.7%	28 20.7%	38 28.1%	14 10.4%	2.9	Accepted
5	I will not be happy doing my job if I always get threat of sack from manager because of little mistake	51 37.8%	70 51.9%	11 8.1%	3 2.2%	3.3	Accepted

Source: Field Survey, 2023.

Table 5 show acceptance of the statements above as it relates to relationship between use of suspension from official duties and employee's satisfaction. the table shows that most of the respondents agreed that threat of suspension from official duties make them to develop less commitment to their jobs(accepted by 52.5% of respondents with mean of $2.6 < 2.5$), 54.8% of respondents agreed that threat of suspension from official duties makes them develop a feeling of fear in work place (accepted with mean of $2.5 \leq 2.5$), threat of suspension from official duties due to previous complaints makes employees feel unsecured in carrying out their duties (accepted by 70.4% of respondents with mean of $2.9 < 2.5$), use of threat of suspension from official duties makes employees discourage and want to resign from work (accepted by 61% of respondents with mean $2.9 < 2.5$), and majority of the respondents agreed that they will not be happy doing their jobs if they always get threat of sack from manager because of little mistake(accepted by 83.7% of the respondents with mean $3.3 < 2.5$).

Table 6: Showing analysis of response on Employee Satisfaction**N=135**

S/N	Employee Satisfaction	SA scale (4)	A scale (3)	D scale (2)	SD scale (1)	\bar{x} Mean	Decision
1	I like to work for organization where the management respects my personal family time	81 60%	47 34.8%	5 3.7%	2 1.5%	3.5	Accepted
2	I am happy if the management involve me while taking leadership related decisions	38 28%	50 37%	42 31%	5 4%	2.9	Accepted
3	I am please with my job when my supervisor show some respect for my human right	69 51.1%	42 31.1%	23 17.0%	1 0.7%	3.3	Accepted
4	I am pleased to give my best when allowed to work without unnecessary pressure from manager	58 43%	55 40.7%	21 15.6%	1 0.7%	3.3	Accepted
5	I am satisfied with my work when not working under duress	70 51.9%	40 29.6%	5 3.7%	20 14.8%	3.2	Accepted

Source: Field Survey, 2023.

Table 6 shows the level of employees satisfaction in relation to coercive management behavior. from the table, majority of the respondents said they like to work for organization where the management respects employees personal family time(accepted by 94.8% of respondents with mean point $3.53 < 2.5$), that they are happy if management involves them while taking leadership related decisions(accepted by 65% of respondents with mean point $2.9 < 2.5$), they will be please with job when supervisor show some respect for employees human right (accepted by 82.2% of respondents with mean 3.3), they are pleased to give their best when allowed to work without unnecessary pressure from manager(accepted by 83.7% of respondents with mean point $3.3 < 2.5$) and majority said they are satisfied with work when not working under duress(accepted with by 81.5% of respondents with mean point $3.19 < 2.5$).

This is to say, employees are more satisfied under management condition free of coercion

B) Testing of Hypothesis

The Pearson's Product Momentum Correlation (PPMC) statistical tool is employed to test the hypotheses at 0.05 alpha level to test for the relationship between variables.

Decision Rule: If the Sig. (p-value) is less than 0.05 ($p\text{-value} < 0.05$), we shall reject the null hypothesis, and accept the alternate hypothesis i.e there is significant influence/ relationship/impact of independent variables on the dependent variable.

- a. *H₀: Autocratic leadership styles of management does not have significant influence on employee's satisfaction.*

Table 7

VARIABLES		Autocratic leadership styles of management behavior	Employees Satisfaction
Autocratic leadership styles of management behavior	Pearson Correlation	1	.956**
	Sig. (2-tailed)		.000
	N	135	135
Employees Satisfaction	Pearson Correlation	.956**	1
	Sig. (2-tailed)	.000	
	N	135	135

Table 7 shows the correlation result between autocratic leadership style and employees' satisfaction. The result shows that the correlation coefficient of r , is 0.956 while the significant level (α) is 0.000 which is lower than alpha level of 0.05. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Hence, the stated null hypothesis is rejected because there exist a significant positive relationship between autocratic leadership styles and employee's satisfaction. Thus; 'Autocratic leadership styles of management have a significant influence on employee's satisfaction'.

- b. Hypothesis Two: H_0 . There is no significant relationship between use of threat of salary reduction and employee's satisfaction.**

Table 8: Testing Relationship between Salary Reduction of management behavior and Employees Satisfaction

VARIABLES		Salary Reduction of management behavior	Employees Satisfaction
Salary Reduction of management behavior	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	135	135
Employees Satisfaction	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	135	135

**Correlation is significant at the 0.01 level (2-tailed).

Table 8 shows the correlation result between salary reduction of management behavior and employees' satisfaction. The result shows that the correlation coefficient of r , is 0.955 while the significant level (α) is 0.000 which is lower than alpha level of 0.05. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Hence, the stated null hypothesis is rejected because there exist a significant positive relationship between salary reduction management behavior and employee's satisfaction. Thus, we can say there is significant relationship between use of threat of salary reduction and employee's satisfaction.

- c. Hypothesis Three: H_0 There is no significant relationship between management behavior of giving extra work for non compliance and employee's satisfaction**

Table 9

VARIABLES		Management Behavior of Giving Extra Work For Non Compliance	Employees Satisfaction
Management Behavior of Giving Extra Work For Non Compliance	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	135	135
Employees Satisfaction	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	135	135

**Correlation is significant at the 0.01 level (2-tailed).

Table 9 shows the correlation result between salary reduction of management behavior and employees' satisfaction. The result shows that the correlation coefficient of r , is 0.947 while the significant level (α) is 0.000 which is lower than alpha level of 0.05. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Hence, the stated null hypothesis is rejected because there exist a significant positive relationship between management behavior of giving extra work and employee's satisfaction. Thus, we can say there is a significant relationship between management behavior of giving extra work for non compliance and employee's satisfaction.

- d. Hypothesis Four: H_0 . There is no significant relationship between withdrawal of rest/off period and employee's satisfaction**

Table 10: Testing relationship between withdrawal of rest/off period and employee's satisfaction

VARIABLES		Management Behavior Of Use Withdrawal Of Rest/Off Period As Punishment	Employees Satisfaction
management behavior of use Withdrawal of rest/off period as punishment	Pearson Correlation	1	.965**
	Sig. (2-tailed)		.000
	N	135	135

Employees Satisfaction	Pearson Correlation	.965**	1
	Sig. (2-tailed)	.000	
	N	135	135

**Correlation is significant at the 0.01 level (2-tailed).

Table 10 shows the correlation result between management behavior of giving extra work and employees' satisfaction. The result shows that the correlation coefficient of r , is .965 while the significant level (α) is 0.000 which is lower than alpha level of 0.05. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Hence, the stated null hypothesis is rejected because there exist a significant positive relationship between management behavior of use withdrawal of rest/off period as punishment and employee's satisfaction. Thus, we can say there is a significant relationship between management behavior of use Withdrawal of rest/off period as punishment and employee's satisfaction.

e. Hypothesis Five: Ho. There is no significant relationship between use of threat of suspension from official duties and employee's satisfaction.

Table 11: Testing relationship between use of threat of suspension from official duties and employee's satisfaction

VARIABLES		Management Behavior Of Use Of Suspension From Official Duties	Employees Satisfaction
management behavior of use of suspension from official duties	Pearson Correlation	1	.918**
	Sig. (2-tailed)		.000
	N	135	135
Employees Satisfaction	Pearson Correlation	.918**	1
	Sig. (2-tailed)	.000	
	N	135	135

**Correlation is significant at the 0.01 level (2-tailed).

Table 11 shows the correlation result between management behavior of suspension from official duties and employees' satisfaction. The result shows that the correlation coefficient of r , is 0.918 while the significant level (α) is 0.000 which is lower than alpha level of 0.05. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Hence, the stated null hypothesis is rejected because there exist a significant positive relationship between management behavior of use suspension from official duties and employee's satisfaction. Thus, we can say there is a significant relationship between management behavior of use of threat of suspension from official duties and employee's satisfaction.

Table 12: Checking Relationship Between the Data of Coercive Management Behaviour and the Data of Employees Satisfaction

VARIABLES		Coercive Management Behaviour	Employees Satisfaction
Coercive Management Behaviour	Pearson Correlation	1	.965**
	Sig. (2-tailed)		.000
	N	135	135
Employees Satisfaction	Pearson Correlation	.965**	1
	Sig. (2-tailed)	.000	
	N	135	135

**Correlation is significant at the 0.01 level (2-tailed).

Table 12 combined the data of all the variables of coercive management behaviour and the correlation with employees' satisfaction. The table shows that the correlation coefficient of r , is 0.965 while the significant level (α) is 0.000 which is lower than alpha level of 0.05. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Hence, we can say there is a significant relationship between coercive management behavior and employees satisfaction.

V. DISCUSSION

This study has examined the relationships between coercive management behavior and employees satisfaction. In doing that, the study examined the relationship the variables or components of coercive management behavior (salary reduction, suspension from duty, withdrawal of rest/off periods, giving extra work for non compliance and autocratic leadership style)

have with employee satisfaction. Having sort authors literatures, and collected primary data from employees, the study therefore, revealed the following findings that:

A) Autocratic leadership style and employee's satisfaction

The acceptance of the items in table 6 showed that autocratic leadership styles have a influence on employee's satisfaction and the correlation coefficient in table 12, showed that autocratic leadership style and employee's satisfaction have a strong positive relationship ($r = 0.956$, $p < 0.05$). Test of hypothesis one indicates that autocratic leadership styles of management behavior have a significant influence on employee's satisfaction ($0.000 < 0.05$). The finding is closely related to the finding of Adegboyega & Olawumi (2021) which indicated that autocratic leadership styles which is synonymous to coercive leadership insignificantly negatively influence employee productivity, because productivity of employees is a function of employee satisfaction. Also to the findings of Ethelmary and Chidi (2020) on the examination of the effect of leadership styles on organizational performance with reference to autocratic leadership style which revealed a significant positive effect on organizational performance in foam manufacturing firms in Anambra State Nigeria. Also to Zamani, Enayati, Palar & Jamkhaneh (2012) founding that employees' commitment and satisfaction with their job diminished and reduces when their managers applies coercive power increasingly.

B) Use of Threat of Salary Reduction and Employee's Satisfaction

The response to the items in table 7 showed that use of threat of salary reduction and employee's satisfaction have influence on employee's satisfaction and the correlation coefficient in table 13, showed that use of threat of salary reduction and employee's satisfaction have a strong positive relationship ($r = 0.955$, $p < 0.05$). Test of hypothesis two indicates that management behavior use of threat of salary reduction have a significant influence on employee's satisfaction ($0.000 < 0.05$). This supports the observation of Wang, Wang, Seifert, & Seifert (2017) pay cuts whether cuts in benefits, overtime pay, bonuses, allowances, pension, and basic pay impact works attitude and specifically demoralize employees and reported that workers who had their pay cut or freezed are significantly and negatively associated with their job satisfaction and organizational commitment.

C) Behavior of giving extra work for non compliance and Employee's Satisfaction

The response in table 8 above showed that behavior of giving extra work for non compliance have influence on employee's satisfaction and the correlation coefficient in table 14, showed that behavior of giving extra work for non compliance and employee's satisfaction have a strong positive relationship ($r = 0.947$, $p < 0.05$). Test of hypothesis three indicates that management behavior of giving extra work for non compliance have a significant influence on employee's satisfaction ($0.000 < 0.05$).

D) Use of withdrawal of rest/off period and Employee's Satisfaction

Response in table 9 showed that behavior of use of withdrawal of rest/off period influence on employee's satisfaction and the correlation coefficient in table 15, showed that behavior of use of withdrawal of rest/off period and employee's satisfaction have a strong positive relationship ($r = 0.965$, $p < 0.05$). Test of hypothesis four indicates that management behavior of using withdrawal of rest/off period have a significant influence on employee's satisfaction ($0.000 < 0.05$).

E) Use of threat of suspension from official duties and Employee's Satisfaction

Response in table 10 showed that behavior of use of suspension from official duties have a relationship with employee's satisfaction and the correlation coefficient in table 16, showed that behavior of use of suspension from official duties and employee's satisfaction have a strong positive relationship ($r = 0.965$, $p < 0.05$). Test of hypothesis five indicates that management behavior of using suspension from official duties have a significant influence on employee's satisfaction ($0.000 < 0.05$). This finding somewhat relates to Elangovan & Xie who commented in Jauhar, Lee, & Abdul (2015 that managers frequent use of coercive management style would yield negative feelings such like; fear, discouragement, dissatisfaction, resentment and turnover among employees.

Finally, on the general note, coercive management behavior have influence on employees satisfaction since all variable underpinning coercive behavior have effect on employees satisfaction. This is in line the position of with Jauhar, Lee, & Abdul (2015) that coercive management behaviour have negative influence on employees job satisfaction and it generates slightest employees satisfaction. Also, to Zamani, Enayati, Palar & Jamkhaneh 2012) that employees are less committed and satisfied with their job when their managers increasingly shows coercive management behavior. Also, to Faiz (2017) who reported that coercive behaviors of the managers or supervisors have significantly negative correlations with job satisfaction of workers/subordinate's in public sector.

VI. CONCLUSION & RECOMMENDATION

Based on the findings of this study that; autocratic leadership styles of management have a significant influence on employee's satisfaction in the hospitality organizations, that management behavior of use of salary reduction have a significant influence on employee's satisfaction, management behavior of giving extra work for non compliance have a significant influence on employee's satisfaction, management behavior of using withdrawal of rest/off period have a significant influence on employee's satisfaction, management behavior of using suspension from official duties have a significant influence on employee's satisfaction and that coercive management behavior have influence on employees satisfaction since all variable underpinning coercive behavior have effect on employees satisfaction. It can be concluded without any form of apologies that coercion management behaviour, though use by managements to coerce compliance from employees, it is not favourable to employees because of its coerce nature which on the long run have some level of effect on the employees satisfaction.

It is recommended that Organizations should adopt minimal level of coercive style in dealing with employees and not be too coerce in their behavior. This will make employees to feel a sense of respect for their personality. Employees should try to use their initiative and willingly carry out their duties at work to avoid being coerce by management to do the job.

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