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IMPACT OF MANAGERIAL COMMUNICATION STYLE ON EMPLOYEES' ATTITUDES AND BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

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Abstracts

The study intends to identify the relationship between managerial communication style, psychological empowerment and employees' attitudes and behavior. Additionally, the mediating role of psychological empowerment on the relationship between managerial communication style and employees' attitudes and behavior. The data were gathered from 320 employees from manufacturing industries of Thailand using purposive sampling. The data were analyzed by using Analysis of Moment Structure and the Statistical Package for Social Science. Data analysis concluded a positive and significant relationship among managerial communication style, psychological empowerment and employees' attitudes and behavior. And mediating role of psychological empowerment on the relationship between managerial communication style and employees' attitudes and behavior also exist. This study's exploration of the deep impacts of managerial communication style on workers' attitudes and behaviors at work makes it significant. It provides a thorough understanding of the mechanisms by which communication promotes employee engagement and performance by analyzing the mediating role of psychological empowerment. These observations can help businesses make decisions about how to create an environment that is both productive and encouraging.

Keywords: Managerial Communication Style, Psychological Empowerment, Employees' Attitudes and Behavior

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Introduction

The importance of excellent communication inside businesses cannot be stressed in the dynamic terrain of contemporary corporate environments (Obrenovic et al., 2020). The complicated web of connections, data exchanges, and decision-making processes within an organization are fed by communication, which acts as its lifeblood. The managerial communication style, a key element that profoundly affects not only the attitudes and behaviors of employees (Pongton & Suntrayuth, 2019) but also the general success and long-term viability of the organization, lies at the center of this communication web. The relationship between managerial communication style and employees' attitudes and behavior has become a crucial research subject in management and organizational psychology (Yu et al., 2022). The idea of psychological empowerment is crucial to understanding the connection between managerial communication with employee results (Iqbal et al., 2020). The level of control, competency, and effect employees feel over their work is called psychological empowerment. It covers four areas: impact, competence, meaning, and self-determination (Gillet et al., 2023). Psychological empowerment serves as a mediator, bridging the gap between what managers say and how their people take it in and respond (Siyal et al., 2023). The impact of communication style is especially clear when viewed through the prism of psychological empowerment. Effective managerial communication may empower people by making expectations clear, building a supportive environment, and offering opportunities for significant participation. Therefore, the key to improving company productivity and employee well-being lies in understanding how communication style promotes psychological empowerment and, in turn, employee attitudes and behavior (Ugwu et al., 2014; Bhandari et al., 2023).

This investigation into how managerial communication style affects workers' attitudes and behavior has theoretical as well as practical significance (Dasgupta et al., 2013; Men et al., 2020 and Ravenelle, 2019). Organizations constantly seek methods to improve internal processes, boost employee engagement, and accomplish their strategic objectives (Mone et al., 2018; Bhandari et al., 2022). Companies may adjust their tactics to resonate with their workforce's different requirements and interests by diving into the complexities of communication strategies. Additionally, the circumstances of managerial communication have changed in an era marked by distant labor, cross-cultural encounters, and electronic platforms, adding another level of complexity to the equation. The efficacy of communication tactics may differ among heterogeneous organizational environments, contingent on variables including worker diversity, industry norms, and corporate culture. To make sure that their communication strategies align with the distinctive features of their respective contexts, managers need to be aware of these contextual peculiarities. Managers can obtain a better grasp of the ways in which communication affects employee attitudes and behaviors by comprehending the mediating function of psychological empowerment. Equipped with this understanding, they can modify their methods of communication to cultivate a feeling of empowerment among employees, resulting in favorable attitudes and actions that support overall organizational goals. The present study not only illuminates the complexities of managerial communication but also furnishes managers with practical perspectives to maximize their exchanges, thereby augmenting the general efficacy of the organization. The objectives of this study are: 1) To study the relationship between managerial communication style, psychological empowerment and employees' attitudes and behavior. 2) To identify the mediating role of psychological empowerment on the relationship between managerial communication style and employees' attitudes and behavior.

Literature Review

Managerial Communication Style and Employees' Attitudes Behavior

The interaction between the managerial communication style and the attitudes and behaviors of the workforce greatly influences the dynamics of a company as a whole (Lee & Kim, 2022). The term "managerial communication style" describes how managers and supervisors engage with their teams, disseminate information, and solicit feedback (Bengtsson et al., 2020). Employees' perceptions of their positions, level of job happiness, and propensity to engage in particular actions are all greatly influenced by this style. Employee attitudes and behaviors are more likely to be positively influenced by an open and encouraging communication style (Lee & Kim, 2021). Employees frequently experience a sense of value and understanding when supervisors communicate well, actively listen, and offer constructive criticism (Jonsdottir & Fridriksdottir, 2020; Sigdel & Amponstira, 2021). This productive contact fosters a sense of respect and confidence, which raises job satisfaction, motivates workers more, and encourages them to work well with others. Employees were more likely to use initiative, assume responsibility for their work, and engage in actions that benefit the company.

H1: There is a positive and significant relationship between managerial communication style and employees' attitudes behavior.

Managerial Communication Style and Psychological Empowerment

The relationship between managerial communication style and psychological empowerment significantly influences employees' views of control, competence, and influence in the workplace (Ambad et al., 2021). Managers' interaction, sharing, and decision-making practices are all covered by their communication style. The psychological empowerment of individuals is typically increased through an open and participatory communication approach. Employees feel more in control of their job and have an aura of autonomy when their supervisors value their ideas, encourage communication, and set clear expectations (Maran et al., 2022). This in turn strengthens employees' self-confidence and awareness of the value of their contributions to the company. On the other hand, a method of communication that restricts information flow and discourages employee participation can thwart psychological empowerment. In essence, a company's communication strategy significantly impacts the level of psychological empowerment that employees experience, shaping their level of engagement and productivity.

H2: A positive and significant relationship exists between managerial communication style and psychological empowerment.

Managerial Communication Style, Psychological Empowerment and Employees' Attitudes and Behavior

The relationship between managerial communication style as well as employees' attitudes and behavior depend heavily on psychological empowerment as a mediator (Stanescu et al., 2021). How managers communicate with their team members directly affects how they see their positions and the company. Open, honest, and encouraging communication helps to increase psychological empowerment by encouraging emotions of independence, competence, and control over one's work. Employee attitudes and conduct are then substantially impacted by this empowerment (Iqbal et al., 2020). Empowered employees are more likely to display positive attitudes, including job satisfaction, organizational dedication, and excitement for their work. Additionally, they frequently exhibit proactive actions, working well with others, and taking charge. In contrast, a lack of openness in communication or a failure to address employees' problems can reduce psychological empowerment, resulting in unfavorable attitudes and fewer productive behaviors.

H3: There is a positive and significant relationship between psychological empowerment and employees' attitudes and behavior.

H4: Psychological empowerment mediates the relationship between managerial communication style and employees' attitudes and behavior.

The conceptual framework of the study is shown in figure 1.

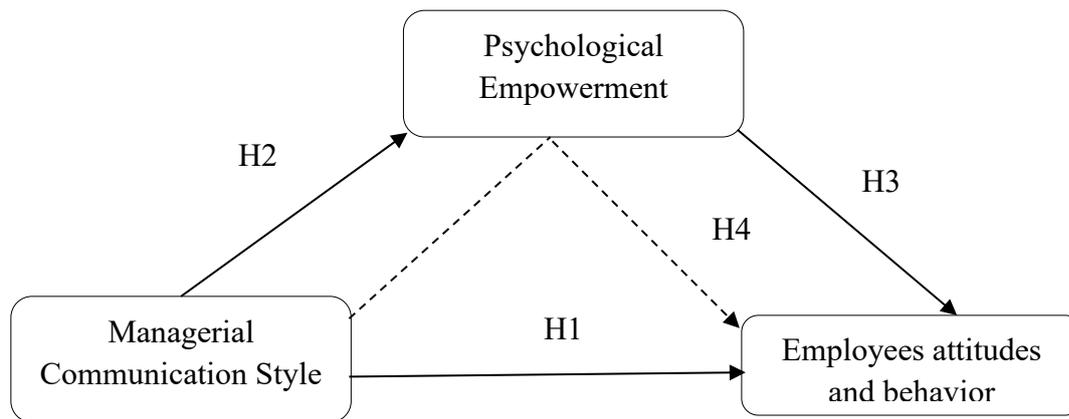


Figure 1 Conceptual Framework

Methodology

The study intends to identify the relationship between managerial communication style, psychological empowerment and employees’ attitudes and behavior. Additionally, the mediating role of psychological empowerment on the relationship between managerial communication style and employees’ attitudes and behavior. The indicators used in managerial communication style are authoritarian, democratic, laissez-faire and supportive. The indicators used in employees’ attitudes and behavior are job satisfaction, organizational commitment and team collaboration (Nugroho et al., 2020). And lastly the indicators of psychological empowerment are meaning, competence and self-determination (Schermuly et al., 2023). A 5-point Likert scale was used, with 1 representing "strongly disagree" and 5 representing "strongly agree."

By using a closed-end questionnaire survey, the study used a quantitative approach. Before initiating the data-gathering process, a test was conducted with five experts to determine the validity of the questionnaire's item objective congruence (IOC). Using a purposive sampling technique, the sample data is gathered from the employees of manufacturing industries of Thailand. In the pilot study, a sample of 30 participants is used to examine the items' validity. 320 people who responded to the survey were given it. The software used for data analysis was Analysis of Moment Structure (AMOS) and the Statistical Package for Social Science (SPSS). The demographic profiles of the responded are describe below in table 1.

Table 1 Demographic Profile

Gender	Male	187	58.44 %
	Female	133	41.56 %
	Total	320	100 %
Age	Below 20 years	38	11.88 %
	21-30 years	122	38.13 %
	31-40 years	135	42.19 %
	41 and above years	25	7.80 %
	Total	320	100 %
Year of Experience	Below 2 years	43	13.44 %
	3-5 years	145	45.31 %
	6 and above years	132	41.25 %
	Total	320	100 %

Findings

Cronbach Alpha

Cronbach's alpha represents a measure used to evaluate the dependability, or internal consistency, for a group of scale or test items. The accepted value of Cronbach alpha is greater than 0.8 (Khaleghinejad & Ziaaldini, 2015) The Cronbach alpha is shown in table 2.

Table 2 Cronbach alpha

Component	Variable	Cronbach alpha
Managerial communication style	MCS1	0.902
	MCS2	
	MCS3	
	MCS4	
Psychological Empowerment	PE1	0.822
	PE2	
	PE3	
Employee Attitude and Behavior	EAB1	0.909
	EAB2	
	EAB3	

In table 2 shows that the component managerial communication style has a Cronbach alpha is 0.902, psychological empowerment has 0.882 and employee attitude and behavior have 0.909 which is accepted criteria of Cronbach alpha.

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) refers to a multivariate statistical approach for determining how effectively measured variables indicate the number of constructs. The model fit RMSEA value which is less than 0.08, Chisq/df which is less than 5, GFI and CFI values greater than 0.9 which is accepted (Awang, 2012).

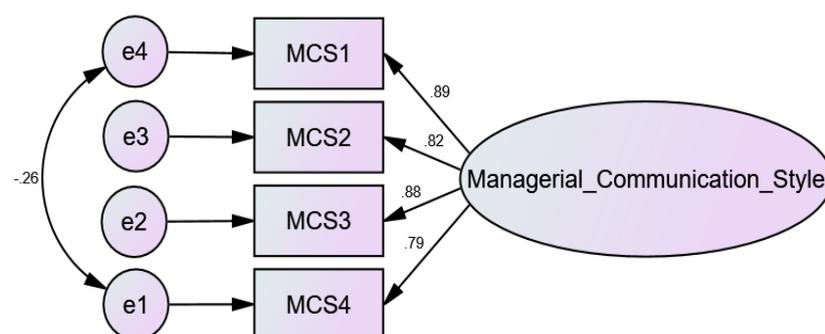


Figure 2 Confirmatory Factor Analysis of Managerial Communication Style

In figure 2 show the relationship between latent variable (managerial communication style) and observed variables (MCS1, MCS2, MCS3, MCS4). The latent variable managerial communication style has a higher factor loading in MCS1 (0.89) followed by MCS3 (0.88), MCS2 (0.82) and MCS4 (0.79) respectively. The model fits managerial communication style is RMSEA value is 0.065 which is less than 0.08, Chisq/df is 2.342 which is less than 5 and GFI and CFI values are 0.996, 0.998 which is greater than 0.9 so, it indicates that the model is fit.

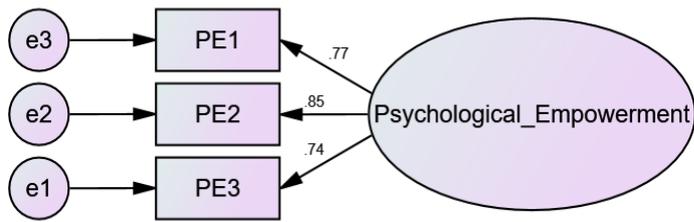


Figure 3 Confirmatory Factor Analysis of Psychological Empowerment

In figure 3 show the relationship between latent variable (psychological empowerment) and observed variables (PE1, PE2, PE3). The latent variable managerial communication style has a higher factor loading in PE2 (0.85) followed by PE1 (0.77) and PE3 (0.74) respectively. The model fit of psychological empowerment is GFI and CFI values are 1.000, 1.000 which is greater than 0.9 so, it indicates that the model is fit.

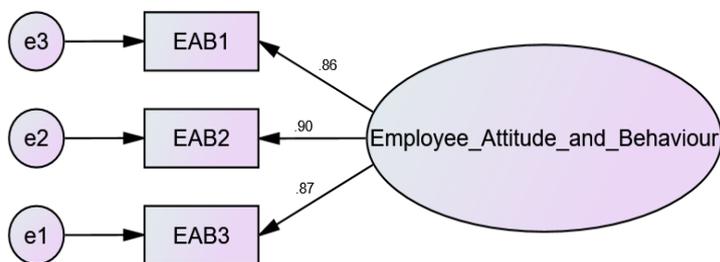


Figure 4 Confirmatory Factor Analysis of Employee Attitude and Behavior

In figure 4 show the relationship between latent variable (Employee attitude and behavior) and observed variables (EAB1, EAB2, EAB3). The latent variable managerial communication style has a higher factor loading in EAB2 (0.90) followed by EAB3 (0.87) and EAB1 (0.86) respectively. The model fit of employee attitude and behavior is GFI and CFI values are 1.000, 1.000 which is greater than 0.9 so, it indicates that the model is fit.

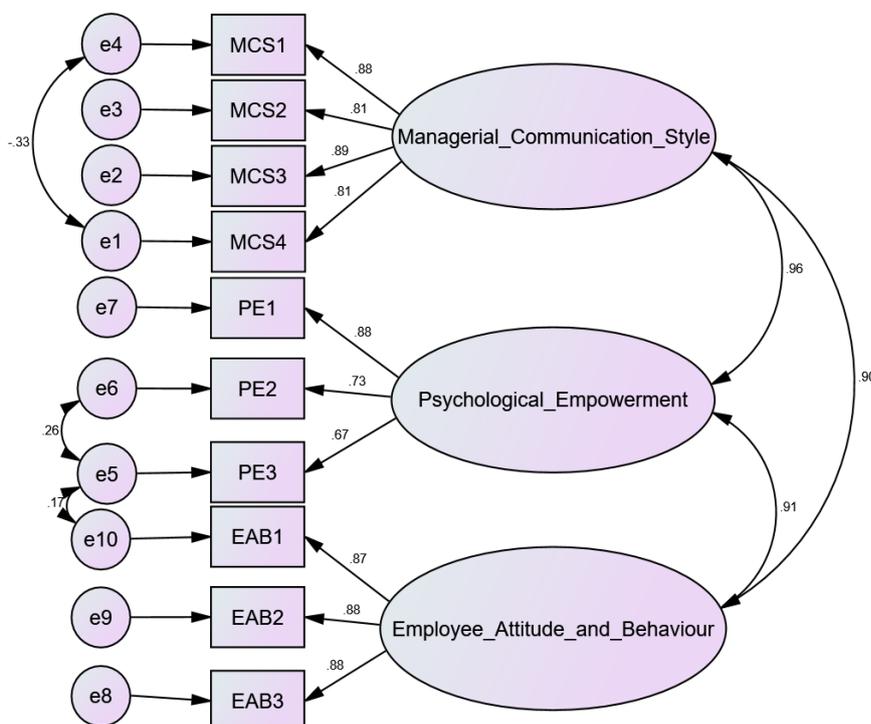


Figure 5 Overall Confirmatory Factor Analysis

In figure 5 the model fit is RMSEA value is 0.040 which is less than 0.08, Chisq/df is 1.514 which is less than 5 and GFI and CFI values are 0.974, 0.994 which is greater than 0.9 so, it indicates that the model is fit.

Table 3 Correlation

	Managerial Communication Style	Psychological Empowerment	Employee attitude and behavior
Managerial Communication Style	1		
Psychological Empowerment	.808**	1	
Employee attitude and behavior	.826**	.775**	1

**p < 0.010

In table 3 shows the correlation coefficient and p-value of managerial communication style and psychological empowerment (0.808, p < 0.010) which shows the positive correlation between the variables. And correlation coefficient and p-value of managerial communication style and employee attitude and behavior (0.826, p < 0.010) which shows the positive correlation between the variables. And correlation coefficient and p-value of psychological empowerment and employee attitude and behavior (0.775, p < 0.010) which shows the positive correlation between the variables.

Table 4 Path Analysis

Direct Path	Standard path coefficient	S.E.	C.R.	P
Managerial Communication Style -> Psychological Empowerment	0.808	0.032	24.488	***
Managerial Communication Style -> Employee attitude and behavior	0.576	0.055	11.365	***
Psychological Empowerment -> Employee attitude and behavior	0.310	0.057	6.126	***

***p < 0.001

In table 4 shows that the path coefficient and p-value in the relationship between managerial communication style and psychological empowerment is (Beta = 0.808, p < 0.001) indicate that the hypothesis 1 is accepted. The path coefficient and p-value in the relationship between managerial communication style and employee attitude and behavior is (Beta = 0.576, p < 0.001) indicate that the hypothesis 2 is accepted. The path coefficient and p-value in the relationship between psychological empowerment and employee attitude and behavior is (Beta = 0.310, p < 0.001) indicate that the hypothesis 3 is accepted.

Table 5 Mediating Effect

Indirect Path	Estimate	Lower	Upper	P-Value
Managerial Communication Style --> Psychological Empowerment --> Employee attitude and behavior	0.274	0.164	0.381	**

** p < 0.010

In table 5 shows that the path coefficient and p-value in the mediating effect of psychological empowerment in the relationship between managerial communication style and employee attitude and behavior is (Beta = 0.274, $p < 0.010$) indicate that the hypothesis 4 is accepted.

Coefficient of Determination

The measurement of the coefficient of determination is a statistical metric that measures the proportion of the variance in the dependent variable that can be explained by the independent variables in a regression model. According to (Hair et al., 2011) $R^2 < 0.25$ - very weak, $0.25 \leq R^2 < 0.50$ - weak, $0.50 \leq R^2 < 0.75$ - moderate, $R^2 \geq 0.75$ - substantial respectively. The study shows that the value of R^2 of psychological empowerment is 0.65, employee attitude and behavior is 0.72 which is considered as moderate. This indicates that the independent variable has a 65% variance in psychological empowerment, 72% variance in employee attitude and behavior.

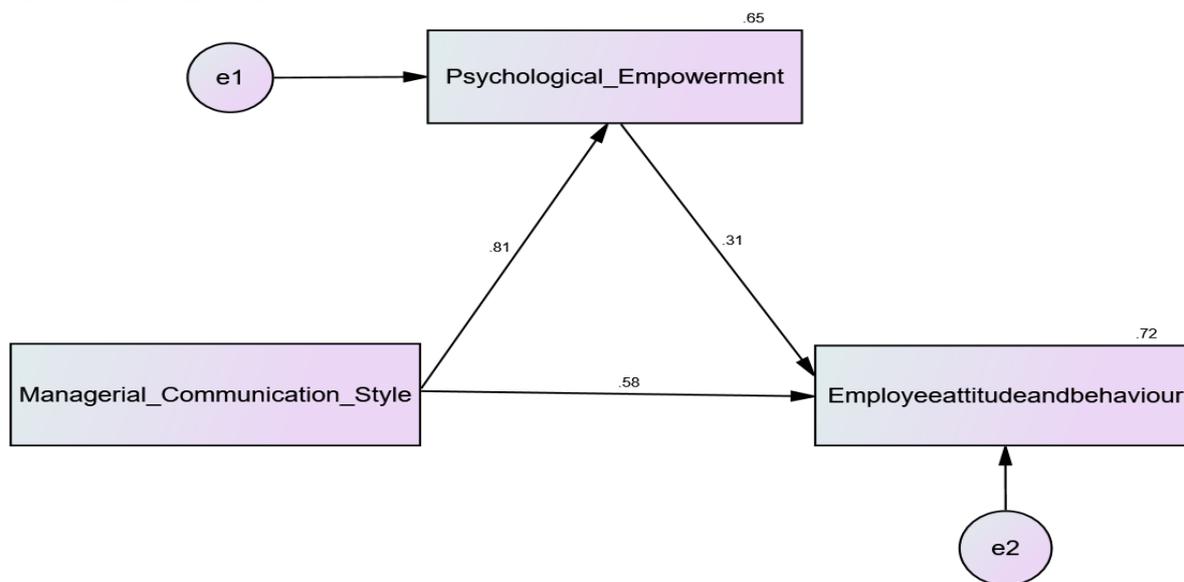


Figure 6 Path analysis

In this study all the hypotheses are accepted which is shown in figure 7.

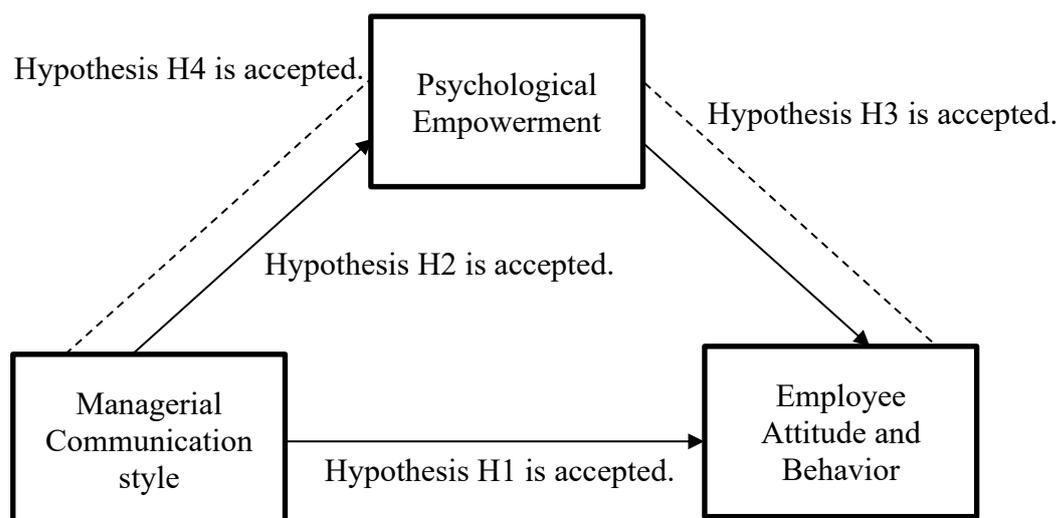


Figure 7 Hypothesis Result

In hypothesis 1 there is a positive and significant relationship between managerial communication style and employees' attitudes behavior is supported. In line with this study

(Dasgupta et al., 2013) states that there is a positive impact of managerial communication style on employee attitude and behavior. In hypothesis 2 there is a positive and significant relationship exists between managerial communication style and psychological empowerment is supported. In hypothesis 3 there is a positive and significant relationship between psychological empowerment and employees' attitudes and behavior. In consistent with (Liu & Ren, 2022) states that psychological empowerment has a positive influence on employees' attitudes and behavior. In hypothesis 4 psychological empowerment mediates the relationship between managerial communication style and employees' attitudes and behavior.

Conclusion and Recommendation

In conclusion, the influence of managerial communication style on employees' attitudes and behavior, and the mediating role of psychological empowerment, have learned important lessons about the crucial interaction between organizational dynamics and leadership communication. It gives important insights into how managers' successful communication might affect employees' psychological empowerment, which in turn can influence their attitudes and behaviors at work, by a thorough examination of the data. The results highlight the crucial part that managerial communication plays in developing a positive workplace culture and encouraging employee engagement and happiness. Employees' sense of empowerment can be considerably increased by a managerial communication style that is characterized by openness, transparency, active listening, and support. Employees are consequently more likely to display positive attitudes including improved job satisfaction, dedication to the company, and an eagerness to go above and beyond in their roles.

In light of the study recommendation are, firstly, organizations should put managerial training and development programs at the top of their priority list. These courses ought to focus on giving managers the abilities and information they need to interact with their employees constructively. In particular, managers should receive training in attentive listening, compassion, and the capacity to modify their communication style to accommodate other employees' requirements and preferences. Organizations can foster a more favorable climate for psychological empowerment by improving managerial communication skills.

Secondly, businesses need to create channels that are simple to use and open for employee feedback. Regular inquiries, feedback boxes, or dedicated communication venues can be used to do this. When it is practical, managers should aggressively encourage staff members to express their ideas, thoughts, and proposals. Such actions promote psychological empowerment and an inclusive and cooperative culture. Thirdly, appreciation and acknowledgment initiatives must be incorporated into the corporate culture. The accomplishments and efforts of their employees should be recognized and celebrated by their managers. This affirmation strengthens workers' perception of competence and their sense of worth and significance in their profession.

Limitation and Further Research

The possibility for self-report bias is a limitation of research on the influence of managerial communication style on employees' attitudes and behavior, notably when considering the mediating role of psychological empowerment. Numerous research in this field rely on self-reported employee data, which may be subject to social desirability and common method biases. The tendency of employees to respond in a way that they perceive to meet the expectations of their managers, or the company may cause them to overestimate the beneficial benefits of a communication style on empowerment, attitudes, and behavior. Future study could use a mixed-methods approach to overcome this issue by combining self-report surveys with more impartial indicators of empowerment and behavior, like performance metrics or observational data. This would result in in-depth and accurate knowledge of the connection

between managerial communication style, psychological empowerment, and employee outcomes.

For instance, determining if organizational culture, industrial sector, or personal characteristics influences how managerial communication style affects psychological empowerment and, as a result, employee attitudes and behavior. Furthermore, longitudinal research might look at how these dynamics change over time and uncover causal links. Additionally, study might focus on the precise communication techniques and methods managers can use to boost psychological empowerment among workers, providing useful advice for businesses looking to advance their managerial techniques. The final point is that, given the current workforce's global nature, cross-cultural studies may help to clarify how the influence of managerial communication style and its mediation through psychological empowerment differs across various cultural contexts, offering insightful information for multinational corporations.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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