Coercive Management Behavior and Employees' Satisfaction in The Hospitality Sector
(A Study of Selected Hotels in Warri Delta State)

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Abstract

This study examined the influential 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 none 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, four major renowned hotels with a population of 216 employees were randomly selected within Warri metropolis and a sample size of 140. The data was analyzed using mean and simple percentage in order to provide answers to the research questions, while the hypotheses were tested using the Pearson product-moment correlation co-efficient (PPMCC) at 0.05 alpha level The study revealed as findings that Autocratic leadership styles have a significant influence on employee satisfaction, 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 and 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 Coercive management behavior have influence on employees satisfaction.

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. According to him, 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). Employee job satisfaction according to Ali (2020) is use to describe employees attitude towards their job and associated roles & responsibilities. 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).

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.

Managers in carrying out managerial role, exercises various behaviours and strategies to make sure employees direct their actions towards the achievement of a set goal for the organizational success. Some of such behaviours include exercise of various forms of powers and leadership styles as coercive behavior or power to ensure that the organizational goals are

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met through employees carrying out their job responsibilities. The concept of coercive management behavior is the use of sanctions to force compliance because it seeks to force or compel behavior instead of influencing behavior through persuasion(Grimsley 2021). In business, coercive management power is described by Quain(2019) as the power that managers have to threaten 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 threatening the employee with punishment if the employee does not comply with the order. Examples of coercive power include threats of write-ups, demotions, pay cuts/reduction of salaries, layoffs, threatening to take away bonus, withdraws employees of rest/off period or privileges and use of suspension from official duties and terminations if employees do not follow orders(Grimsley 2021; Alex 2019), this fear caused by coercive behaviour is what drives employees to comply with instruction that enhance achievement of organizations goal.

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. As observed within our workforce nowadays, most employees do not like to be threatened or coerced into doing something, most of our workforce nowadays belongs to the group Y which Douglas McGregor grouped as those who love freedom, flexibility and dislike micromanagement. Thus coercive attitude may develops 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.

More so, management literatures have shown that leaders and leadership styles greatly influence employee morale and feelings towards the job, Managers who apply reward management behavior or power are more prone to increase employee's satisfaction while coercive management behavior or power is prone to decrease employee's satisfaction. This study therefore assessed the relationship between coercive management behavior and employees satisfaction looking at how the variables of coercive management like autocratic leadership style, threats or punishment of reduction of salaries, giving extra work for non compliance, withdrawal of rest/off period and suspension from official duties influences on employees satisfaction in the hospitality industry.

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

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- To examine the relationship between punishment of giving extra work for non compliance and employee's satisfaction
- To examine the relationship between punishment of withdrawal of rest/off period and employee's satisfaction.
- To examine the relationship between 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.

LITERATURE REVIEW

There is no human endeavor that does not require proper management for its proper functioning. To function effectively, all types of organizations, profit making or non-profit making; whether government establishments, business enterprises, hospitals, cooperatives, even churches requires good management. Wherever people work together for the purpose of attaining a predetermined objectives/goals, there is need for management that is charged with the responsibility of ensuring that the aims and objectives of the organization are realized. it is the manager's responsibility to ensure that every members of the group to contribute their best.

Some definitions of some notable scholars given in Nomuoja(2012) include that of Kreitner who see management as a problem solving process of effectively achieving organizational objectives through the use of scarce resources in a challenging environment (Kreitner in Nomuoja, 2012). Griffin described management as a set of activities including planning, and decision making, organizing, leading, and controlling which is directed at an organizations human, physical, financial, and information resources with the aim of achieving organizational goals in an efficient and effective manner(Griffin in Nomuoja, 2012). Stone described it as the process of planning, organizing, leading and controlling the efforts of organizational members and the use of other organizational resources in order to achieve stated organizational goals(Stone in Nomuoja, 2012). Management according to Nwachukwu (2015) is the act of getting things done through and with others. according to the author, it is the coordination of all the resources of an organization through the process of planning, organizing, directing and controlling in order to attain organization objective.

Based on the definitions, it is observed that the objective of management process is to achieve the objectives and goal of the organization for the organizations' survival, development and growth for profitability. A manager therefore, can be described as anyone who is involved in working with and through people by coordinating their work activities in order to achieve a predetermined organizational objectives/goal.

Management in any business organization performs the functions of planning, organizing, staffing, coordinating and leading function of directing and controlling.
Function of planning: In the function of planning, management set goal and make decision on how to achieve the goals in a systematic way. In planning, management systematically thinks about ways & means for accomplishment of pre-determined goals. Planning is done by management to ensure proper utilization of human & non-human resources and helps in avoiding confusion, uncertainties, risks, wastages etc.

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Function of organizing: In the function of organizing, management having set plans, organizes human and non human resources to carry out the plan successfully. By this process, management identifies activities required for the achievement of the objectives of the enterprise and implementation of plans, grouping of activities into jobs, assignment of jobs and activities into the departments of the individuals, delegation of responsibility and authority for performance and provision of vertical and horizontal co-ordination of activities(Radhika 2018). In the function of staffing, management performs the function of putting the right people for the right job at the right time to achieve the organizational goal. For an organization to succeed, it is very important to recruit the right personnel for each job because employees differs in their knowledge, experience, skill, attitude and intelligence. Management through this function, hire maintains and retain the suitable work force for the business organization at both managerial and non managerial level. It involves recruiting, placing, training, developing compensating and evaluation of employees(Nomuoja 2012).

Function of coordinating: Coordinating is the function of instituting such relationships among various parts of the organization that they all together pull in the direction of the organizational objectives. It is referred to an act of synchronizing and unifying the actions of a group of people. It is thus the process of binding together all the organizational decisions, operations, tasks, activities and efforts so as to achieve the unity of action for the achievement of organizational(Radhika 2018).

Leading function(directing & controlling): Directing is a function of leading the employees to perform efficiently and productively. Similarly, controlling consist of all activities that are undertaken to ensure that all actual performance conforms to the original set plan and standards(Nomuoja 2012). the process of controlling involves monitoring of ongoing activities, comparing their results with expected standards and taking corrective actions and measures as the need arises. This is the management function that encompasses the act of directing and controlling which is synonymous to leadership function. Leading according to Toro(2019) is the process of management motivating, directing and guiding the employees in the organization for carrying out their work as per plans and objectives.

A leader is interpreted as someone who sets direction in an effort and motivates people to follow that direction. If there is no good leadership the business will not reach its objective. Every successful business requires effective leadership to fully utilize the skills of staff in order to achieve the aims of the business. This is not just a matter for larger businesses, even if only one or two people is employed manager still need to make sure that they make the most of their abilities and aptitudes(Toro,2019).

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.

Management Behavior in Form of Leading Style

Leadership as defined by Odiri (2016) is the process or art of persuading people making them to strive to work eagerly with preparedness towards attaining group goals. According to

the author, enthusiasm initiates passion, sincerity, and intensity in the execution of work(Odiri 2016). Leading style describes the methods, strategies and pattern the employer /managers/supervisor adopts in dealing with employees/ subordinates in order to achieve a set goal. Leading style reflects what the employer/manager does in influencing his/her employees to realize his vision (Khalik, Musyaffa & Hapzi, 2021). Leading style according to Rivai (2012) describes a consistent combination of the philosophy, skills, traits and attitudes that underlie a person's behavior. According to the author, a leadership style shows directly or indirectly about a leader's confidence in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes that are often applied by a leader when he tries to influence the performance of his subordinates (Rivai, 2012).

Management directing and controlling (leading) behaviours or attitude can either mar or make the achievement of the organizational goal through employees. the leader/management behavior can influence morale and job satisfaction, quality of work life and the level of achievement of individuals, group as well level of achievement of an organization.

There are various behaviours portrays by employers/managers/supervisors as in their dealing with employees on daily based in course of leading by directing and controlling employees activities toward attaining the organization's objectives. One of such behavior is coercive behavior.

Coercive Management Behavior in form of Leadership Style

The Cambridge English Dictionary defines "coercion" as "the use of force to persuade someone to do something that they are unwilling to do". Managements most times seems to be coerce in their dealing with employees on the premises that humans which in this case employees are naturally stubborn hence they need to be pushed to achieve their goals''. The concept of coercive management behavior is the use of sanctions to force compliance because it seeks to force or compel behavior instead of influencing behavior through persuasion(Grimsley 2021). Coercive behavior of management has to do with management habit of influencing employees and getting them to work and carrying out their duties with using punishment, threats, sanctions and hostile behavior to make sure employees direct their actions towards the achievement of a set goal for the organizational success.

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. For instance, a supervisor could apply coercive power by threatening to take away an employee's bonus or job(French, Raven, & Cartwright in The Decision Lab 2020), threatening to demote, fire, or suspend an employee as a result of their performance(Quain, 2019), If a salesperson for example fails to meet their monthly, weekly or daily target, the sales department manager threatening to demote them if they do not improve their performance within the stipulated time.

Alex, a communication coach, in 2019 speaking on coercive behaviour of management in his YouTube channel noted that using a coercive power in order to force compliance,

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manager punishes or use threatens of giving extra work to employees for non compliance, manager withdraws employees of rest/off period or privileges and use of suspension from official duties(Alex 2019). Thus, the fear caused by coercive behaviour is what drives compliance of employees(French, Raven, & Cartwright in The Decision Lab Article 2020).

Features and tools in Coercive Management Behaviour

A manager who is coerce in dealing or leading his/her employees uses threats or punishment to force compliance from employees. Such threats or punishment includes:

Suspension/Demotions: a manager or employees threatens to demote or even demotes any employee or subordinates for failure to meet up or keep to a standard or policies of the organization.

pay cuts or pay reduction: this is common with the banking sector and some small enterprises. Managers that applies the coercive style of reducing an employee's pay when the employee especially not being careful with handling of resources and then it leads to the organization making unnecessary expenses or loss. for example if a worker is consistently coming late to work or staying longer than allowed time for lunch breaks, the mangers being coerce forces the employee back into line using threat of removal of bonus, even immediate dismissal to force the employee to obey(Quain 2019).

Withdrawal of rest/flex period: most managers especially in a small enterprise often time apply this method to force compliance from employees. by this, they set a target for the workers to achieve a certain objectives within a stipulated time and when the worker fails, the manager will deny such employee the rest/off/flex period that they are entitled to, making them to use such rest period to accomplish the task which they fail to achieve within the working hours. This happens also in the banking sector and some other service sectors. example, of a worker who consistently staying longer than allowed time for lunch breaks, the mangers being coerce forces the employee back into line using coerce measure of removal his/her period of rest or flex to force the employee to obey(Ukrakpo 2022)

Gives extra work to employees: by this, manager or supervisor is in the attitude of adding extra work to the work schedule of the employee if the employee does not do a specific job as instructed by the supervisor(Ukrakpo, 2022).

Concept of Employees Satisfaction

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.

Measure of Employees' Satisfaction

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There are numerous factors that triggers employees being satisfied with the manage/supervisor and the job itself. Some of those factors are monetary and some are non monetary. As noted by Ali (2020) employees satisfaction in any organisation can be triggered by payment of salary/wages, incentives, the work itself, promotion, supervision, cooperation, and working conditions. Some of such non monetary factors that triggered employees to be satisfied and motivated to put in more effort to the job, bring more initiatives to achieve the organization's set objectives is recognition and respect for the employees human right by their employer.

Another is relationship with managers, employees are satisfied with work situation in which there is a good and friendly relationship between them and their supervisor or manager, employees do not feel satisfied with a hostile work environment. According to Riggio (2013) worker's relationship with their manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore managers are to ensure that a deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Riggio 2013).

Coercive Management Behavior and Organizational Performance

Coercive behavior of management has being said to have effect on employees as well as on the organization. In his opinion of some effect of coerce management behavior, Quain (2019) posited that ''coercion limits employee choices and can be both effective and ineffective, using coercion to direct and motivate employees, managers may use threats of termination, negative performance reviews and low wage increases to coerce punctual attendance or increased production, and this threat may motivate employees to perform according to company standards.

As noted by Quain (2019), a major benefits of using coercive leadership style is that it gives managers and supervisors control over the way an organization operates. For example, if employees continue to defy the business organization's standards or policies, the manager needs the authority to correct that behavior and coercive leadership power gives the manager such authority and ability. Another benefit mentioned by the author is that coercive power helps management develop discipline among employees, which improves efficiency, performance and productivity due to the fear of punishment for non compliance(Quain 2019). The sales manager for example, who threatens sales team to meet their goals or get replaced. This type of behaviour can be used to set high expectations for employee performance. Leaders/management can use coercive power to establish innovation as part of their employee's responsibilities if people are not able to come up with new and inventive ways of doing things, then they might get replaced with someone who can provide that value(Abudi 2020).

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

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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.

The following null hypotheses are stated in relation to the objectives:
H1: Autocratic leadership styles of management does not have significant influence on employee's satisfaction.
H2. There is no significant relationship between use of threat of salary reduction and employee's satisfaction.
H3 There is no significant relationship between management behavior of giving extra work for non compliance and employee's satisfaction
H4. There is no significant relationship between withdrawal of rest/off period and employee's satisfaction
H5. There is no significant relationship between use of threat of suspension from official duties and employee's satisfaction.
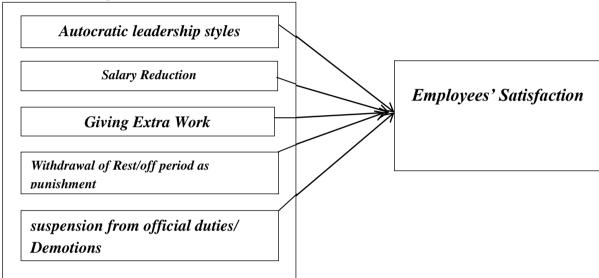
METHOD

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

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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, K. (2011).

Figure 1. Conceptual Framework

Coercive Management Behaviour(COMB)

Autocratic leadership styles

Salary Reduction

Giving Extra Work

Withdrawal of Rest/off period as punishment

suspension from official duties/ Demotions

Employees' Satisfaction

Source: Researchers Construct 2022

The descriptive survey design method was adopted for this study. It was adopted for the study due to its suitability as this study tends to describe the impact of coercive management behavior on employees satisfaction. The population of comprised of all the 216 staff/employees of the Four(4) randomly selected hospitality organizations within Warri. 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 sample140 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. As a rule in the mean method, a benchmark of 2.5 was set. Where the mean for each statement is lower than the benchmark of 2.5 such statement or item is said to be rejected but if higher than the benchmark it is accepted and judged to be the respondents' opinion.

RESULTS AND DISCUSSION
Results

Personal Data of Respondents

Table. 1: Respondents Data on Gender

Gender	Frequency	Percentage (%)
Male	66	49%
Female	69	51%
Total	135	100

Source: Field Survey, 2022.

Table 1 above is 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.

Table 2: Marital Status of Respondents

Marital Status	Frequency (F)	Percentages (%)
Single	76	56%
Married	50	37%
Divorced	9	7%
Total	135	100

Source: Field Survey, 2022.

Table 2 analyzes the respondent's marital status. The table shows that most of the respondents 56% 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.

Table 3: Educational Qualification

Qualifications	Frequency (F)	Percentages (%)
SSCE/GCE	26	19%
HND/BSC	92	68%
M.Sc/MBA/PHD	15	11%
Others	2	1.5%
Total	135	100

Source: Field Survey, 2022.

Table 3 presents the academic achievements of the respondents, from the table it shows that 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).

Table. 4: Respondents' Work Experience

Work Experience	Frequency	Percentage (%)
0- 4years	67	50%
5-10years	47	35%
10-15years	9	7%
15-20years	8	5%
Above 21years	4	3%
Total	135	100

Source: Field Survey, 2022.

Table 4 shows that, 50% of the respondents have working experience not between 0-4years, 35% have working experience between 5-10years, 7% have working experience between 10-15years, 5% have working experience between 15-20years and just 3% have

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working experience above 21years. This indicates that majority of the employees have worked for at least 2years

Table 5: Age of Respondents

Age	Frequency	Percentage (%)
18- 23years	19	14%
24-29years	49	36%
30-35years	27	20%
36-41years	24	18%
Above 41years	16	12%
Total	135	100

Source: Field Survey, 2022.

Table 5 shows that 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(18+)

Analysis of Items Related to Research Questions

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

Table 6: 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, 2022.

Table 6 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

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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.

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

Table 7: 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, 2022.

Table 6 above shows that all the statements where 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.

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

Table 8: 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, 2022.

Table 8: 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.

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

Table 9: 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	34	33	9	3.1	Accepted
		43.7%	25.2%	24.4%	6.7%		
2.	I feel withdrawal of rest/off period makes me discourage to initiate new ideas in my work	24	62	36	13	2.7	Accepted
		17.8%	45.9%	26.7%	9.6%		
3.	I must be at work at the right time to avoid my rest/off period being withdrawn as punishment	31	64	33	7	2.9	Accepted
		23.0%	47.4%	24.4%	5.2%		
4	I perform my duties to avoid my rest/off period being withdrawn as punishment	51	60	12	12	3.1	Accepted
		37.8%	44.4%	8.9%	8.9%		
5	I comply with all work situation whether favourable or not to avoid my rest/off period being withdrawn as punishment	61	34	27	13	3.1	Accepted
		45.2%	25.2%	20.0%	9.6%		

Source: Field Survey, 2022.

Table 9 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.

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

Table 10: 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

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1.	I seem to develop less commitment to my job whenever I get threat of suspension from official duties	38	33	42	22	2.6	Accepted
		28.1%	24.4%	31.1%	16.3%		
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	55	39	22	2.5	Accepted
		14.1%	40.7%	28.9%	16.3%		
3.	I feel unsecured in carrying out my duty under threat of suspension from official duties for previous complaints	36	59	34	6	2.9	Accepted
		26.7%	43.7%	25.2%	4.4%		
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	28	38	14	2.9	Accepted
		40.7%	20.7%	28.1%	10.4%		
5	I will not be happy doing my job if I always get threat of sack from manager because of little mistake	51	70	11	3	3.3	Accepted
		37.8%	51.9%	8.1%	2.2%		

Source: Field Survey, 2022.

Table 10 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 11: 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	47	5	2	3.5	Accepted
		60%	34.8%	3.7%	1.5%		
2.	I am happy if the management involve me while taking leadership related decisions	38	50	42	5	2.9	Accepted
		28%	37%	31%	4%		

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3.	I am please with my job when my supervisor show some respect for my human right	69	42	23	1	3.3	Accepted
		51.1%	31.1%	17.0%	0.7%		
4.	I am pleased to give my best when allowed to work without unnecessary pressure from manager	58	55	21	1	3.3	Accepted
		43%	40.7%	15.6%	0.7%		
5.	I am satisfied with my work when not working under duress	70	40	5	20	3.2	Accepted
		51.9%	29.6%	3.7%	14.8%		

Source: Field Survey, 2022.

Table 11 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 coerce

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-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.

Hypothesis One: H_o. Autocratic leadership styles of management does not have significant influence on employee's satisfaction.

Table 12:

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 12 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

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employee's satisfaction. Thus; 'Autocratic leadership styles of management have a significant influence on employee's satisfaction'.

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

Table 13: 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 13 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.

Hypothesis Three: H_o There is no significant relationship between management behavior of giving extra work for non compliance and employee's satisfaction

Table 14:

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 14 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.

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

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Table 15: 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 15 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.

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

Table 16: 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 16 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 17: 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 17 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 we can say there is a significant relationship between coercive management behavior and employees satisfaction.

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:

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 Zameni, Enayati, Palar & Jamkhaneh (2012) founding that employees' commitment and satisfaction with their job diminished and reduces when their managers applies coercive power increasingly.

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 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

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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.

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($0.000 < 0.05$).

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($0.000 < 0.05$).

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 Zameni, 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.

CONCLUSION

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

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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.

Based on these, 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. Organizations should pay apply coercive behavior of giving extra work to employees that are lazy and have phobia for work. This will make them get on track and get use to work that he/she is scared of. Management to a great extent should be liberal and democratic in their behavior so that employees who are not afraid of work can be motivated and freely participate and contributes to the organizations willingly.

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