Examining the role of managerial assertiveness and self-confidence in enhancing employees' loyalty and productivity: A theoretical perspective

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Abstract: This study adopted a qualitative research design of a literature review genre to explore the theoretical underpinnings of the relationship between managerial assertiveness and self-confidence, and how they enhance employee loyalty and productivity. The review of the existing body of knowledge confirmed the link between managerial assertiveness, self-confidence, and their positive influence on employee loyalty and productivity. Assertive managers, who exhibit a strong sense of self-assurance and conviction in their decision-making, were found to inspire higher levels of trust, commitment, and engagement among their subordinates. This, in turn, fosters a sense of loyalty and motivation, leading to enhanced employee performance and productivity. Furthermore, the reviewed studies suggest that managerial self-confidence serves as a crucial catalyst in cultivating a positive work environment, where employees feel empowered, valued, and encouraged to contribute to the organization's success. Building on these findings, the study proposed strategies to promote managerial assertiveness and self-confidence, including targeted training programs, leadership development initiatives, and the creation of supportive organizational cultures. Theoretical implications and recommendations were provided to guide future research and inform managerial practices aimed at enhancing these crucial leadership attributes. Lastly, the study acknowledged the limitations of the literature review approach and suggested avenues for future empirical investigations to validate and expand the theoretical insights. The findings of this study provide a solid foundation for organizations seeking to optimize their human capital and achieve sustainable competitive advantage through the strategic development of assertive and self-confident managers.

Keywords: Employees' loyalty, Managerial assertiveness, Productivity, Self-confidence Theoretical perspective.

1. Introduction

In the dynamic landscape of modern organizations, fueled by intense advances in technology, the proliferation of Artificial Intelligence (AI), the global and knowledge economy, the quest for knowledge workers, as well as stiff competition for scarce resources, the roles of managerial assertiveness and self-confidence cannot be overstated. Research by FasterCapital [1] suggests that assertiveness and self-confidence attributes can transform the workplace, fostering an environment that inspires loyalty and productivity among employees, if well-harnessed. Managerial assertiveness refers to the ability of managers to confidently lead, guide, manage organizational issues, express themselves, communicate expectations, and exert influence over employees [2-4]. For Chakraborty, et al. [5] and Triwahyuni, et al. [6] managerial assertiveness is the ability to express one's thoughts, feelings, and needs openly, honestly, ideas, and opinions confidently and directly. Triwahyuni, et al. [6] further point out that managerial assertiveness is a component of transformational leadership. Transformational leadership allows managers to navigate challenging situations, make tough decisions, and advocate for their team's

needs. Assertive managers inspire trust and confidence, as their employees recognize their willingness to stand up for what they believe in and make tough calls when necessary [7].

On the other hand, managerial self-confidence relates to the belief and assurance managers have in their abilities to lead and inspire their subordinates [8]. When managers exhibit self-confidence, they can motivate and encourage their employees to perform at their best, fostering a sense of loyalty and commitment. According to Albaidhani [9] and Romi, et al. [10] managerial self-confidence is the foundation upon which effective leadership is built. Thus, confident managers exude a sense of certainty and composure that resonates with their teams [11]. They are not afraid to take calculated risks, experiment with new ideas, and admit their mistakes, knowing that this display of vulnerability can strengthen their rapport with employees [12]. When these two attributes coexist in the leadership of an organization, the impact on employee loyalty and productivity can be profound. However, despite its seemingly obvious importance, self-awareness has received little credit in leadership research so far, with the author's research only yielding 127 results [13].

Assertive and self-confident managers can set clear expectations, provide constructive feedback, and empower their teams to take ownership of their work. This, in turn, fosters a sense of trust and engagement, as employees feel valued, supported, and empowered to contribute to the organization's success. Furthermore, assertive, and self-confident managers are often better equipped to navigate the complex interpersonal dynamics that can arise in the workplace [1]. Assertive managers can address conflicts head-on, mediate disputes, foster collaborative, inclusive work environments, enhance employee loyalty, and streamline workflows to boost overall productivity [10]. Managerial assertiveness has been linked to various organizational outcomes. Similarly, managerial self-confidence too has been associated with leadership effectiveness and employee performance [14]. However, ineffective managerial leadership, characterized by a lack of assertiveness and self-confidence, hinders organizations' ability to cultivate strong employee loyalty and maintain high levels of productivity [13]. Managers who struggle with assertiveness and self-assurance often fail to provide clear direction, make decisive decisions, and effectively motivate their teams [15]. This, in turn, leads to employee confusion, demotivation, and a lack of trust in management, ultimately resulting in decreased loyalty and suboptimal performance. To address this problem, the organization must focus on developing the assertiveness and self-confidence of its managers, equipping them with the necessary skills and mindset to lead their teams effectively and inspire greater employee engagement and productivity [14].

Against this backdrop, this study aims to provide a theoretical perspective on how these managerial traits can influence employee loyalty and productivity. By understanding the underlying mechanisms, organisations can develop strategies to harness the potential of assertive and self-confident managers, ultimately enhancing employee engagement and organisational success. The study is expected to contribute to the existing literature on leadership and organisational behaviour, offering valuable insights for academic researchers and industry practitioners. The research questions are: i). How does managerial assertiveness influence employee loyalty? ii). How does managerial assertiveness influence employee productivity? iii). How does managerial self-confidence influence employee loyalty? iv). How does managerial self-confidence influence employee productivity? In the subsequent sections we present a literature review of managerial assertiveness and self-confidence, discuss the theoretical frameworks that underpin this study, outline the methodology employed, present the findings and discussion, and provide theoretical and practical implications. Finally, we discuss the limitations and offer suggestions for future research around managerial assertiveness and self-confidence in enhancing employees' loyalty and productivity.

2. Theoretical Models and Frameworks

In Bandura [16] article, titled "Self-efficacy: toward a unifying theory of behavioural change," the author proposes a comprehensive theory of self-efficacy as a key determinant of behavioural change. Bandura argues that people's beliefs in their own capabilities to produce desired results influence their motivation, behavior, and personal well-being. He suggests that self-efficacy can be developed through

four primary sources of information: mastery experiences, vicarious experiences, social persuasions, and physiological reactions. Bandura and Adams [17] further analyze the self-efficacy theory of behavioral change in their article "Analysis of the self-efficacy theory of behavioral change." They emphasize the importance of individuals' evaluations of their capabilities, as well as how these evaluations can be influenced by various factors. The authors discuss the role of self-efficacy beliefs in determining the types of goals people set for themselves, how much effort they invest in goal attainment, and their persistence in the face of obstacles or setbacks. Both articles highlight the significance of self-confidence in managers. Self-efficacy beliefs can impact managers' decision-making, leadership effectiveness, and their ability to motivate and inspire their teams. Higher levels of self-confidence can lead to more proactive behaviors, a greater willingness to take risks, and improved performance.

Overall, the articles by Bandura provide a theoretical framework for understanding the concept of self-confidence in managers. They emphasize the importance of self-efficacy beliefs as determinants of behavioral change and offer insights into the significance of self-confidence in managerial effectiveness. In conclusion, the trait theory suggests that managers' assertiveness and self-confidence are crucial factors influencing employees' loyalty and productivity. Authors like Drucker, Lencioni, and Johnson provide insights into how these traits contribute to managerial effectiveness. Real-world examples such as Steve Jobs and Anne Mulcahy further demonstrate the positive impact of assertiveness and self-confidence when balanced appropriately. However, managers need to recognize the need for moderation in these traits to avoid potential drawbacks.

3. Literature Review on Managerial Assertiveness: Definition and Importance

Meshko, et al. [4] research focuses on the development of assertiveness in future managers. These scholars conceptualize assertiveness as a communication style Characterized by expressing one's needs, opinions, and desires while also respecting the rights and needs of others. They argue that assertiveness is an essential trait for managers and contributes to their success in management. Temitope, et al. [18] define assertive behavior as the ability to express oneself honestly, directly, and respectfully, with higher levels of organizational-based self-esteem that are, positively associated with assertive behavior among government workers. For Babitha and Appavu [2] assertiveness is the ability to express oneself effectively and confidently in a manner that respects the rights of others. Babitha and Appavu [2] advance that the importance of assertiveness in interpersonal relationships, professional settings, and personal growth is essential for organizational productivity.

Zhou, et al. [19] focus on emotional assertiveness, assertive communication, and assertive training in China banking. From their perspectives, Zhou, et al. [19] emotional assertiveness is the ability to express emotions openly, whilst assertive communication is the ability to express oneself confidently, and assertive training to develop assertiveness skills. Liubarets, et al. [20] research focuses on the psychological peculiarities of assertiveness development, where assertiveness is the ability to express one's thoughts, feelings, and desires directly, honestly, and respectfully. Liubarets, et al. [20] argue that assertiveness is a dynamic trait that can be developed through various psychological processes. Moreover, managerial assertiveness is vital for effective conflict management [21]. The authors of the current article believe that by addressing conflicts assertively, managers can identify the underlying causes, find mutually beneficial solutions, and maintain positive relationships among employees. In the authors' schema, this may contribute towards a harmonious and productive work environment.

3.1. Self-Confidence

Cherry [22] suggests that The concept of self-efficacy is central to Albert Bandura's social cognitive theory, which emphasizes the role of observational learning, social experience, and reciprocal determinism in personality development. According to Bandura [16] self-efficacy is part of the self-system comprised of a person's attitudes, abilities, and cognitive skills. This system plays a major role in how we perceive and respond to different situations. Self-efficacy is an essential part of this self-system. In their study, Tessie and Herbst [23] examine gender differences in the self-confidence of managers.

The results of their study revealed that gender differences in self-perception accuracy emerged as well as the confidence gap and women leaders' underrepresentation in academia. Relatedly, Tabassum and Nayak [24] in their study: "Gender stereotypes and their Impact on women's career progression from a managerial perspective", found that gender stereotypes continue to exist and are transmitted through media, and through social, educational, and recreational socialization, which promote gender prejudice and discrimination.

Furthermore, research by Law [25] indicates that specifically, 1.16 of men would be promoted with every woman being promoted to a manager role (100 men would advance to manager roles, while only 86 women would be promoted simultaneously). For Law [25] this explains why the overall number of women at a higher position (at the end of the pipeline) is less than men. Cherry [22] suggests that self-efficacy is a person's belief in their ability to complete a task or achieve a goal, which encompasses a person's confidence in themselves to control their behavior, exert an influence over their environment, and stay motivated in pursuing their goal. Law [25]; Cherry [26]; Tabassum and Nayak [24] suggest that self-confidence may be influenced by societal expectations and norms associated with gender roles where male managers generally display higher self-confidence than female managers.

3.2. Enhancing Employees' Productivity Through Managerial Assertiveness and Self-Confidence

A manager's ability to effectively lead and motivate teams is crucial to driving organizational success. FasterCapital [1] and Sterling [27] suggest that (i) embracing assertiveness as a path to success because assertiveness is a powerful trait that can pave the way to success in various aspects of life; (ii) understanding assertiveness (assertiveness focuses on expressing oneself honestly and respectfully while considering the needs and boundaries of others. It is about finding a balance between passivity and aggression, allowing us to communicate effectively and maintain healthy relationships (iii) benefits of assertiveness (embracing assertiveness brings numerous benefits to our personal and professional lives. Paulose [28] offers that by asserting ourselves confidently, we gain respect from others and establish healthy boundaries. This leads to improved self-esteem and self-confidence as we recognize our worth and value; (iv) overcoming barriers to assertiveness (these barriers may include fear of rejection or conflict, cultural or gender expectations, or a lack of self-confidence. Indeed Editorial Team [3] advances that it is crucial to identify and address these barriers to cultivate assertiveness) and (v) develop assertiveness skills (assertiveness is a skill that can be developed and honed over time. It involves effective communication and active listening). Tan [29] focuses on the factors and strategies that contribute to successful managerial decision-making in these high-stakes situations. The results of their study revealed that significant gender differences concerning self-perception accuracy emerged. This was even though male and female leaders were perceived to be equally effective by their raters.

In the researchers' schema, one key aspect of effective management is the development of managerial assertiveness and self-confidence. Research by Albaidhani [9] suggests that leadership qualities can significantly impact employees' productivity and performance. Assertive managers who communicate their expectations clearly and confidently are better able to set clear goals, delegate tasks effectively, and hold their teams accountable [30]. This, in turn, can foster a sense of direction and purpose among employees, encouraging them to work more efficiently towards shared objectives. Hieu [31] asserts that managers who exhibit self-assurance in their team's capabilities are more likely to empower their employees, further enhancing productivity. Moreover, self-confident managers are often more willing to take calculated risks and try new approaches [32]. This willingness to innovate can inspire employees to think outside the box, explore novel solutions, and push the boundaries of their capabilities. As Ghandi [33] notes, when managers model positive self-talk and visualization of success, their teams are more likely to internalize these empowering mindsets, leading to improved performance.

Additionally, assertive, and self-assured managers are better equipped to provide constructive feedback, address performance issues, and navigate difficult conversations with their teams [34]. By handling such situations with confidence and tact, these managers can help employees recognize areas

for improvement while maintaining a positive, solution-oriented environment. This, in turn, can foster a culture of continuous learning and development, further driving productivity. Furthermore, research suggests that employees are more likely to be engaged and motivated when led by confident, assertive managers [35]. This sense of trust and respect can inspire employees to go the extra mile, take the initiative, and contribute more fully to the organization's success.

3.3. Enhancing Employees' Loyalty Through Managerial Assertiveness and Self-Confidence

Cultivating a loyal and engaged workforce is essential for long-term organizational success. One influential factor in building employee loyalty is the leadership style and personal qualities of managers. Emerging research suggests that managerial assertiveness and self-confidence can play a pivotal role in fostering greater employee loyalty. Assertive managers who communicate their expectations and decisions clearly and confidently are often perceived as more credible and trustworthy by their teams [7]. This sense of confidence and conviction can inspire employees to feel more secure in their roles and committed to the organization's objectives. As Siyal, et al. [36] found, managers who exhibit self-assurance in their team's capabilities are more likely to delegate tasks and empower their employees, further strengthening the bond between leaders and their followers.

Moreover, self-confident managers are often more willing to take calculated risks and try innovative approaches [8]. This willingness to explore new avenues can signal to employees that their leader is forward-thinking, adaptable, and committed to the organization's long-term success. When employees perceive their managers as visionary and dedicated, they are more likely to align their own goals and efforts with the company's mission, fostering a greater sense of loyalty. Additionally, assertive, and self-assured managers are better equipped to provide constructive feedback, address performance issues, and navigate difficult conversations with their teams [37]. By handling such situations with confidence and tact, these managers can demonstrate their commitment to employee development and create an environment of trust and mutual respect. As Homes [38] notes, when managers model positive self-talk and visualization of success, their teams are more likely to internalize these empowering mindsets, further strengthening their loyalty to the organization. Furthermore, research suggests that employees are more likely to be engaged and motivated when led by confident, assertive managers [35]. This sense of trust and respect can inspire employees to go the extra mile, take initiative, and align their values with the company's mission, ultimately fostering a stronger sense of loyalty and belonging.

3.4. Leadership and Managerial Attributes to Enhancing Employees' Loyalty and Productivity

According to Sharma [39] managerial assertiveness is defined as "the ability of a manager to express their thoughts, opinions, and expectations in a direct, confident, and respectful manner." It involves effective communication of ideas, setting clear expectations, and asserting one's authority constructively and assertively, even in challenging or conflicting situations. Manian and Sheth [40] examined the role of assertive communication in reducing the gender gap in negotiations. They conceptualize assertive communication as the ability to express one's interests, needs, and opinions confidently and directly. They found that assertive cheap talk can help bridge the gender gap and improve negotiation outcomes. In a study by Chakraborty, et al. [5] assertiveness, self-esteem, and leadership potentiality between nursing and general college students were compared. Chakraborty, et al. [5] concluded that assertiveness is the ability to express one's thoughts, feelings, and needs openly and honestly. The comparison led to the finding that nursing students display higher levels of assertiveness compared to general college students. Thus, for Harper [41] a skilled manager often follows certain processes to make decisions that benefit the business and adapts to changing situations, challenges, and organizational needs. By studying different methods and employing ones that suit situations, managers can choose a solution that improves their company and their employees' work environments. From the researchers' perspectives, managerial assertiveness plays a crucial role in establishing the manager's credibility and influence within an organization. It allows managers to effectively express their expectations, delegate tasks, and make decisions. We believe that assertiveness helps managers establish

their authority, maintain control, and convey confidence and certainty in their leadership. Assertive managers can confidently express their views, opinions, and concerns. This helps ensure that their ideas are heard and considered, leading to better decision-making processes and outcomes. The ability to communicate expectations and standards also helps in setting performance goals, providing feedback, and fostering a positive work environment. Assertive managers also contribute to building strong relationships with their subordinates. By expressing expectations and providing open and honest feedback, they establish a basis for trust and respect. This, in turn, leads to increased employee satisfaction, motivation, and engagement.

Herrity [42] suggests that transformational leadership often relies on the leader's self-confidence and ability to inspire and motivate others. Therefore, the findings of this study may indirectly contribute to understanding the significance of self-confidence in managerial roles [6]. According to this study, managerial assertiveness is defined as the ability of managers to express their thoughts, ideas, and opinions confidently and directly. They conceptualize assertiveness as a component of transformational leadership, and self-confidence as a personal trait that enables managers to be assertive. They find that both assertiveness and self-confidence positively impact teachers' performance. Meshko, et al. [4] study focuses on the development of assertiveness in future managers. These scholars conceptualize assertiveness as a communication style Characterized by expressing one's needs, opinions, and desires while also respecting the rights and needs of others. They argue that assertiveness is an essential trait for managers and contributes to their success in management. Temitope, et al. [18] explore organizational-based self-esteem's influence on government workers' assertive behavior, defining assertive behavior as the ability to express oneself honestly, directly, and respectfully. Temitope, et al. [18] found that higher levels of organisational-based self-esteem are positively associated with assertive behavior among government workers. Babitha and Appavu [2] offer assertiveness as the ability to express oneself effectively and confidently in a manner that respects the rights of others. Oana and Ona [43] suggest that assertiveness is important for establishing interpersonal relationships, professional settings, and personal growth.

3.5. Self-Confidence in Managers: Conceptualization and Significance

Perkins [44] focuses on defining and operationalizing self-confidence in organizational settings through an integrated model. The author delves into the conceptualization and measurement of self-confidence in managers, which accordingly is a crucial trait in the arsenal of a manager, as it significantly influences their decision-making processes, leadership style, and overall effectiveness in the workplace. According to Bandura [16] self-confidence can be defined as one's belief in their capabilities to organize and execute the courses of action required to achieve specific goals. It encompasses the level of certainty and assurance one possesses in their abilities and skills. Similarly, Greenacre, et al. [45] present self-confidence as an essential component of self-efficacy, which refers to an individual's confidence in their ability to perform tasks successfully. This view suggests that self-confidence is context-specific, varying according to the skills required for managerial tasks, such as decision-making, team management, and strategic planning. The significance of self-confidence in managers is highlighted by several published authors who emphasize its impact on managerial effectiveness and organizational outcomes. Indeed Editorial Team [3] argues that self-confidence influences a manager's willingness to take risks, make bold decisions, and accept responsibility for the outcomes. In turn, this affects organizational outcomes such as innovation, adaptability, and performance. On the other hand, [26] proposes that self-confidence plays a vital role in leadership effectiveness, as it instills trust and motivates subordinates. A confident manager inspires their team members, fosters a positive work environment, and cultivates employee engagement. In addition, research by Salehi, et al. [46] suggests that higher self-confidence positively correlates with transformational leadership behavior, which promotes innovation, employee development, and overall organizational performance.

Gelaidan and Abdullateef [47] examine management as a confidence trick and delve into the relationship between management ideas, education, identity work, and self-confidence. The article

explores how self-confidence plays a role in the management field. Akbari and Sahibzada [48] discuss self-confidence in college students, providing conceptualization, measurement, and the behavioral implications of self-confidence. While this article may not be specifically about managers, it offers insights into the conceptualization of self-confidence. Ramalho and Forte [49] analyze financial literacy in Brazil and its relationship with knowledge, self-confidence, and behavior. While not directly focusing on managers, the article may provide insights into the significance of self-confidence in decision-making and behavior. Upadhyay, et al. [50] examine the relationship between self-confidence and emotional intelligence. The study highlights self-confidence as a demeanor related to emotional intelligence. While this article may not solely focus on managers, it offers insights into the relationship between self-confidence and other psychological constructs.

Heavey, et al. [51] conducted a multidisciplinary review of executive confidence, synthesizing existing research and providing an agenda for future research and a comprehensive understanding of executive confidence, which may be relevant to managers at higher levels. Bryant [52] explores the impact of workplace incivility of female managers on the self-confidence, self-awareness, and self-esteem of female workers. While this dissertation may focus more on the impact of managers on subordinates, it offers insights into the significance of self-confidence in both managers and workers. Malureanu, et al. [53] study the relationship between self-confidence, self-efficacy, grit, usefulness, and ease of use of e-learning platforms in corporate training during the COVID-19 pandemic. While not directly addressing managers, the article may offer insights into how self-confidence influences educational and training experiences in the workplace. Garaika, et al. [54] examine the relationship between personality and leadership, including the trait of self-confidence. They conduct a qualitative and quantitative review to better understand how self-confidence influences leadership effectiveness and behavior. This article directly addresses the topic of self-confidence in managers and offers insights into its conceptualization and significance.

Anderson and Schneier [55] investigate the relationship between locus of control, leader behavior, and leader performance among management students. While the article does not explicitly discuss self-confidence, it examines the psychological orientation of individuals, which can be related to self-confidence. It suggests that individuals with an internal locus of control may exhibit more self-confidence and consequently display more effective leadership behavior. Liden and Mitchell [56] examine ingratiatory behaviors in organizational settings. While this article does not focus explicitly on self-confidence, it explores how individuals use ingratiatory behaviors to enhance their image and relationships with others. Self-confidence may play a role in individuals' ability to effectively employ such behaviors. Furthermore, authors such as Anderson and Schneier [55] underline the importance of self-confidence in managerial decision-making. A confident manager is more likely to trust their judgment, exhibit persistence in the face of adversity, and make effective decisions, resulting in improved organizational outcomes.

3.6. Linking Assertiveness and Self-Confidence to Employee Loyalty

Several authors have explored the relationship between a manager's assertiveness, self-confidence, and employee loyalty, shedding light on its significance and mechanisms. Wu and Hu [57] argue that an assertive managerial style leads to enhanced employee loyalty. Assertive managers can set clear expectations, provide timely and constructive feedback, and establish a supportive environment. This communication and clarity empower employees, resulting in increased job satisfaction, commitment, and loyalty. Furthermore, self-confidence in managers has also been found to positively impact on employee loyalty. Garaika, et al. [54] emphasize that self-confident managers are seen as competent and capable, which in turn fosters trust and respect among subordinates. When employees trust their manager's abilities, they are more likely to remain loyal to the organisation and be willing to go the extra mile.

Additionally, a study conducted by Gaur, et al. [58] suggests that both assertiveness and self-confidence are linked to employee loyalty through the mechanism of leader-member exchange (LMX).

LMX theory suggests that high-quality relationships between managers and subordinates positively influence employee loyalty. Assertive and self-confident managers are more likely to establish positive and supportive relationships with their employees, resulting in higher levels of loyalty. An analysis of these findings reveals that an assertive and self-confident managerial style can significantly impact employee loyalty by enhancing communication, trust, and relationships. Employees are more likely to remain loyal to organisations in which they feel heard, and supported, and have faith in their manager's capabilities.

3.7. Linking Management Assertiveness and Self-Confidence to Employee Productivity

Several theoretical frameworks contribute to understanding the relationship between a manager's assertiveness, self-confidence, and employee productivity. Bandura's social cognitive theory for instance suggests that an individual's belief in their capability (self-confidence) positively affects their motivation, performance, and overall behaviour. This theory provides a valuable framework for understanding the relationship between a manager's assertiveness, self-confidence, and employee productivity. It emphasizes the interaction between personal attributes, environmental factors, and behaviour. According to Bandura, individuals learn through observation, self-reflection, and self-evaluation, which ultimately shape their beliefs, motivation, and performance. The success of an organisation heavily relies on effective and efficient management practices. One critical aspect of management is the relationship between a manager's assertiveness and self-confidence, and its impact on the productivity of employees. Assertiveness refers to the proactive and confident expression of one's ideas, thoughts, and needs, whereas self-confidence pertains to an individual's belief in their abilities and competencies. This article explores the link between these two characteristics of a manager and how they influence employee productivity.

3.8. Self-Confidence and Employee Productivity

Self-confidence, as a personal attribute, plays a critical role in employee productivity. Managers who possess self-confidence are more likely to believe in their abilities, competence, and decision-making skills. This belief in oneself not only enhances a manager's own performance but also influences the perception and behaviour of their employees. When managers demonstrate self-confidence, employees are more likely to trust their judgments, follow their directions, and remain motivated. Employees perceive a self-confident manager as someone who has the necessary knowledge and skills to guide them effectively. Consequently, they are more likely to be engaged, committed, and willing to put in extra effort to achieve organisational goals. This increased motivation and commitment lead to improved employee productivity. Moreover, self-confident managers' ability to handle challenging situations and navigate through uncertainties can positively impact employee productivity. Managers who remain composed and confident in the face of adversity inspire their team members to exhibit a similar approach. This fosters a resilient and proactive work environment, where employees are more likely to take the initiative, solve problems, and perform at their best, ultimately contributing to higher productivity levels. A manager's self-confidence plays a vital role in enhancing employee productivity. Self-confident managers inspire trust and create a positive work culture, where employees feel valued and supported. Such managers exhibit determination and resilience when facing challenges, demonstrating that obstacles can be overcome. This instills a sense of confidence and optimism among employees, leading to higher levels of motivation and higher productivity. Additionally, self-confident managers are more likely to take calculated risks and embrace innovation, fostering a culture of continuous improvement within the organization. They are better equipped to handle uncertainty and change, effectively leading their teams through periods of transition. This adaptability instills employee confidence, minimizing resistance and facilitating the acceptance of change, ultimately enhancing productivity.

3.9. Assertiveness and Employee Productivity

Assertiveness, another key attribute, is closely tied to effective communication, decision-making, and leadership. Assertive managers display confidence and clarity when expressing their expectations, opinions, and needs. Assertive communication allows managers to effectively set performance expectations, provide feedback, and delegate tasks. By clearly articulating goals and expectations, employees have a better understanding of what is required, leading to improved performance and productivity. Additionally, assertiveness enables managers to address conflicts promptly and constructively, promoting a harmonious work environment where productivity can flourish. Furthermore, assertive managers empower their employees by encouraging open dialogue, soliciting input, and actively involving employees in decision-making processes. This fosters a sense of ownership and responsibility among employees, making them feel valued and appreciated. As a result, employees become more engaged, motivated, and committed to achieving their goals, positively impacting overall productivity.

Bandura's social cognitive theory thus provides valuable insights into the link between a manager's assertiveness, self-confidence, and employee productivity. Managers who possess high levels of assertiveness and self-confidence create a positive work environment, where employees feel motivated, empowered, and committed. Self-confident managers inspire trust, exhibit resilience in the face of challenges, and demonstrate their capabilities and knowledge. This fosters a belief among employees that their manager has the necessary skills and competence to guide them effectively. On the other hand, assertiveness enables managers to communicate clearly, set expectations, delegate tasks, and effectively handle conflicts. Employees working under assertive managers are more likely to have a clear understanding of their roles and responsibilities, feel empowered, and actively contribute to organisational productivity.

Understanding and promoting these characteristics in managerial roles is crucial for organisations seeking to enhance productivity. By fostering self-confidence and assertiveness, organisations can create a work environment that empowers and motivates employees, ultimately leading to improved performance and productivity. Furthermore, the trait theory proposes that assertiveness plays a crucial role in effective leadership, as it enables managers to communicate their expectations clearly, make decisions and resolve conflicts in a confident yet respectful manner. The trait theory suggests that certain inherent qualities possessed by individuals can predict their behavior and success in specific roles. In the context of managers, the traits of assertiveness and self-confidence are often associated with enhancing employees' loyalty and productivity. By examining published authors who have discussed this theory, we can gain insights into how these traits contribute to managerial effectiveness.

One author who explores trait theory is Drucker [59] a renowned management consultant and author of "The Effective Executive." According to Drucker [59] assertiveness is essential for managers as it enables them to clearly communicate expectations, provide feedback, and make decisions efficiently. Through assertiveness, managers can establish guidelines and boundaries, which can enhance employees' loyalty by creating a sense of order and direction. Moreover, assertive managers tend to address issues promptly, building trust among employees and fostering a positive work environment that promotes productivity. Self-confidence, another key trait emphasized by the trait theory, also plays a significant role in managerial effectiveness. Lencioni [60] in his book "The Five Dysfunctions of a Team," highlights the importance of self-confidence in leaders. Managers who exhibit self-confidence inspire trust and provide a sense of stability amidst uncertainty. Employees are more likely to be loyal to such managers because they feel secure in their decisions, knowing that their leader has a belief in their abilities. Additionally, self-confident managers are comfortable with taking calculated risks and encouraging employees to be innovative and productive.

Examining real-world examples further supports the trait theory's claims regarding managers' assertiveness and self-confidence. Steve Jobs, the co-founder of Apple, was recognized for his assertiveness and strong leadership style. Jobs was often direct in his communication and had a clear vision, which established loyalty among employees who admired his unwavering commitment to

excellence. His assertiveness created a focused and driven work culture that contributed to Apple's productivity and success. Another example is Anne Mulcahy, the former CEO of Xerox Corporation. Mulcahy's self-confidence in her decisions and ability to revive the struggling company was widely acknowledged. Her confidence instilled trust in employees and motivated them during difficult times. As a result, Mulcahy managed to rally employees around her vision, leading to increased loyalty and a significant boost in productivity.

However, it is essential to note that while assertiveness and self-confidence can enhance employees' loyalty and productivity, an excessive display of these traits can have negative consequences. Rick Johnson, in his book "The Manager's Pocket Guide to Leadership Skills," warns about the dangers of overbearing assertiveness and ego-driven self-confidence. Such traits can lead to micromanagement, a hostile work environment, and communication breakdowns, which ultimately hamper productivity and breed disloyalty among employees.

In conclusion, this article highlights the importance of a manager's assertiveness and self-confidence in driving employee productivity. By being assertive, managers can establish clear communication channels, delegate tasks, and empower employees, leading to an engaged and motivated workforce. Simultaneously, self-confident managers inspire trust, create a positive work culture, and demonstrate resilience, thereby enhancing productivity by fostering a sense of confidence and optimism. Understanding and promoting these traits among managers is vital for organizational success in today's competitive business landscape.

4. Theoretical Implications

This article delved into the relationship between managerial assertiveness, self-confidence, and their influence on employee loyalty and productivity. From the explored literature, several theoretical implications can be identified. The research contributes to the understanding of managerial assertiveness and self-confidence, as well as implications for organizational psychology and management. Thus, it sheds light on the concept of managerial assertiveness, providing insights into its importance in enhancing employee loyalty and productivity. By investigating how assertive managers interact with their employees, the study contributes to understanding how managerial assertiveness affects employee behavior and attitudes. Moreover, it helps identify the specific behaviors and communication patterns those assertive managers exhibit, contributing to the development of a comprehensive definition and framework for managerial assertiveness. The research also advanced the understanding of self-confidence in a managerial context. It highlighted the role of self-confidence as a driving force behind managerial assertiveness, providing evidence from the literature showing how it influenced employee loyalty and productivity. Moreover, it also explored the relationship between self-confidence and managerial behaviors, enhancing our understanding of how self-confidence influences managerial decision-making, communication, and leadership styles. The research has several implications for organizational psychology. It highlighted the importance of creating a positive work environment that encourages and supports assertiveness and self-confidence among managers. Organizations can implement training programs or coaching to enhance managerial assertiveness, allowing managers to develop their skills and behaviors in line with the research findings from the explored literature and theories. Additionally, the study suggests that fostering self-confidence among managers is crucial, as it directly influences their assertiveness and employee productivity. The findings from this research provide valuable insights into various management theories. The study supports the idea that effective leadership is essential for enhancing employee loyalty and productivity. By emphasizing the roles of managerial assertiveness and self-confidence, it extends existing theories on leadership style and managerial behavior. Furthermore, the research underscores the importance of considering both individual traits (self-confidence) and behaviors (assertiveness) in understanding the influence of managers on their subordinates, contributing to the development of more nuanced management theories. The theoretical implications of the research on the role of managerial assertiveness and self-confidence in enhancing employee loyalty and productivity are significant. The

study contributes to a deeper understanding of managerial assertiveness and self-confidence, providing insights into their impact on organizational outcomes. It has implications for organizational psychology by emphasizing the importance of creating an environment that fosters manager assertiveness and self-confidence. Additionally, the research extends existing management theories by highlighting the roles of these two qualities in effective leadership. Overall, this theoretical research provides valuable insights for managers, researchers, and organizations seeking to enhance employee loyalty and productivity.

5. Strategies to Promote Managerial Assertiveness and Self-Confidence

Developing assertiveness and self-confidence is crucial for effective leadership and decision-making. Assertiveness allows managers to effectively communicate their ideas, set boundaries, and advocate for their team's needs. Self-confidence, on the other hand, provides the inner strength to take risks, make tough choices, and inspire others to follow. Several key strategies emerge for cultivating managerial assertiveness and self-confidence. Researchers have found that managers who communicate clearly, confidently, and without aggression are perceived as more assertive and self-assured [61]. This involves techniques such as making eye contact, using an assured tone of voice, and delivering messages in a direct yet tactful manner. Furthermore, studies show that the way managers speak to themselves (positive self-talk) has a significant impact on their self-confidence [62]. Engaging in constructive self-talk, reframing negative thoughts, and avoiding self-criticism can bolster a manager's belief in their capabilities.

Additionally, confident managers are often willing to step outside their comfort zone and take calculated risks [63]. Trying new approaches, challenging the status quo, and being open to failure can demonstrate self-assurance and inspire others to follow. Another strategy would be delegating tasks and empowering employees to make decisions. This can enhance a manager's assertiveness by signaling their trust in their team [64]. This, in turn, can boost the manager's self-confidence as they see their team succeeding. Postolatii [65] suggests continuous learning and skill development as another viable strategy to enhance managerial assertiveness and self-confidence. Managers who continually seek to expand their knowledge and hone their skills tend to exhibit greater self-confidence [66]. Engaging in professional development, seeking feedback, and continuously improving one's abilities can reinforce a sense of competence and self-assurance.

By incorporating these strategies into their management approach, leaders can cultivate the assertiveness and self-confidence needed to navigate the challenges of their role effectively. As Riggio and Reichard [67] note, "Assertive, self-confident leaders are more likely to be effective in inspiring and motivating their followers."

6. Limitations and Suggestions for Future Research

While our theoretical perspective sheds light on the potential impact of managerial assertiveness and self-confidence on employee loyalty and productivity, there are several limitations to consider. These limitations provide avenues for future research that can enhance our understanding of this topic. Our theoretical perspective assumes that managerial assertiveness, self-confidence, employee loyalty, and productivity can be accurately measured. However, there is a need for further research to develop robust and validated measures for these constructs. Additionally, exploring alternative ways to measure these variables, such as qualitative measures or behavioral indicators, could provide more comprehensive insights. Apart from that, our theoretical perspective provides a broad framework, but the context in which managerial assertiveness and self-confidence interact with employee loyalty and productivity needs to be considered. Different industries, cultures, and organizational contexts may influence the outcomes of these variables differently. Future research should focus on understanding the contextual factors that impact these relationships and provide a more nuanced understanding of their effects.

There is a need to note that this research mainly focuses on the direct relationship between managerial assertiveness, self-confidence, loyalty, and productivity. However, it is important to consider

the potential mediating and moderating factors that might influence these relationships. Factors such as job satisfaction, organizational culture, and leadership styles can play a significant role in shaping the outcomes. Further research should explore these additional variables to establish a more comprehensive theoretical framework. The present perspective primarily considers the cross-sectional relationship between the variables. Conducting longitudinal studies that track changes in assertiveness, self-confidence, loyalty, and productivity over time would provide a more dynamic understanding of these constructs. Longitudinal research can capture how these variables evolve and interact with each other.

Additionally, while our theoretical perspective highlights the potential benefits of developing managerial assertiveness and self-confidence in enhancing employee loyalty and productivity, further research should explore the practical implications of implementing strategies to improve these skills. This can help organizations and managers identify effective interventions or training programs that enhance these variables and ultimately lead to improved outcomes.

7. Recommendations for Enhancing Managerial Assertiveness and Self-Confidence

One of the first steps to enhance managerial assertiveness and self-confidence is to develop self-awareness. Managers should take the time to reflect on their strengths, weaknesses, and areas where they need improvement. Understanding their own emotions, motivations, and behaviors will help them build a strong foundation for managerial assertiveness and self-confidence. It is also vital that managers seek feedback from their employees, peers, and superiors to gain insights into how others perceive their managerial style. Constructive feedback can provide valuable information about areas that need improvement and can help managers identify blind spots. Regularly seeking feedback will facilitate professional growth and the development of self-confidence. Furthermore, managers should establish clear goals and objectives for themselves and their team members. These goals should be specific, measurable, attainable, relevant, and time-bound (SMART), as they provide a roadmap for success. Clear goals enable managers to stay focused, make better decisions, communicate assertively with employees, inspire loyalty and enhance productivity.

One essential skill for managers is communication. Effective communication is essential for assertiveness and self-confidence. Managers should strive to improve their communication abilities, including both verbal and non-verbal communication. Active listening, clear and concise articulation of expectations, and the ability to address conflict constructively are crucial skills that can enhance managerial assertiveness and foster a positive work environment. Additionally, learning effective conflict resolution techniques can help managers assertively address conflicts respectfully and productively. This includes understanding the underlying issues, staying calm and composed, encouraging open dialogue, and seeking win-win solutions. Skillful conflict resolution will not only enhance assertiveness but also contribute to increased loyalty and productivity. There is also a need to create a supportive work environment that enhances managerial assertiveness and self-confidence. Managers should demonstrate trust in their employees, encourage collaboration, and provide opportunities for professional growth and development.

Against this backdrop, the study further recommends targeted leadership programs to equip managers with the necessary skills and techniques to cultivate assertiveness and self-confidence. These programs could include workshops on communication skills, decision-making, and conflict resolution, empowering managers to navigate challenging situations with conviction and clarity, organizations should invest in comprehensive leadership development initiatives that focus on building the self-assurance and problem-solving abilities of their managerial talent. This could involve mentorship programs, job rotations, and exposure to high-stakes decision-making scenarios that allow managers to hone their assertiveness and bolster their self-belief. Lastly, the creation of supportive organizational cultures that celebrate and reward assertive, self-confident leadership will be crucial in nurturing these desirable traits. By fostering an environment that values decisiveness, risk-taking, and the constructive expression of opinions, organizations can encourage managers to embrace their assertiveness and self-confidence, ultimately enhancing their ability to inspire loyalty and drive productivity among their

teams. Stress and burnout can negatively influence assertiveness and self-confidence (Scott, 2023). Therefore, managers are urged to prioritize self-care practices, such as mindfulness meditation, regular exercise, and maintaining a healthy work-life balance. Taking care of their mental and physical well-being will help them overcome challenges, maintain composure, and exhibit assertiveness in their managerial role.

8. Conclusion

This study sought to explore the theoretical underpinnings of the relationship between managerial assertiveness, self-confidence, and their influence on employee loyalty and productivity. Its findings firmly established the positive link between these leadership attributes and their ability to foster greater employee commitment, engagement, and performance. Explored literature confirmed that assertive managers exhibited a strong sense of self-assurance and conviction in their decision-making, and were found to inspire higher levels of trust, loyalty, and motivation among their subordinates. Similarly, managerial self-confidence was identified as a crucial catalyst in cultivating a positive work environment, where employees feel empowered, valued, and encouraged to contribute to the organization's success. Building on these insights, the study proposes a range of strategies to promote managerial assertiveness and self-confidence, including targeted training programs, leadership development initiatives, and the creation of supportive organizational cultures. Theoretical implications and recommendations were provided to guide future research and inform managerial practices aimed at enhancing these crucial leadership attributes. While the literature review approach provided a solid foundation for understanding conceptual relationships, the study acknowledged the limitations inherent in this methodology. Future empirical investigations are suggested to validate and expand upon the theoretical insights presented here, ultimately unlocking the full potential of assertive and self-confident managers in driving employee loyalty and organizational productivity.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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