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**ANALYSIS OF THE EFFECTS OF STYLES OF
COMMUNICATION AND DIMENSIONS OF DIVERSITY ON
EMPLOYEES' PERFORMANCE IN THE HOSPITALS OF NCR
INDIA**

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Abstract

The present study examines the effects of various communication styles and dimensions of diversity on employees' performance. The study was conducted through a survey of the paramedic staff in the hospitals of the National Capital Region (NCR) of India. A sample size of 690 paramedic staff was selected using a stratified random sampling technique. Four communication styles (Assertive Communication, Aggressive Communication, Passive Communication, and Passive-Aggressive Communication) and six dimensions of diversity (Age, Gender, Tenure, Educational Background, Work Experience, and Region) were used as independent variables, while employee performance was taken as the dependent variable. Multiple regression analysis using SEM-AMOS was employed for data analysis and interpretation. The results of the study indicate a direct and positive impact of passive communication and assertive communication styles on employee performance. Additionally, the study reveals that gender, educational background, and tenure have a significant and positive relationship with employee performance. An assertive communication style along with age and region, has a greater impact on employee performance.

Keywords: *Styles of Communication, Dimensions of Diversity, Employee Performance, Paramedic Staff, Stratified Random Sampling.*



INTRODUCTION

The world has become a global village, with a seamless flow of technology, raw materials, money, and people. Organizations are now placing a strong emphasis on an employee-centric approach. Effective management of human resources entails supervising both the communication style used by the organization in its interactions with employees and the diverse makeup of the workplace. The presence of various styles of communication and the diversity present in the workplace significantly impact employee performance.

Clear and transparent communication within the workplace stands as a cornerstone for organizational success. It contributes to the attainment of organizational objectives (Froschheiser, 2008). Generally, workplace communication styles can be categorized into four types: assertive, aggressive, passive, and passive-aggressive. The assertive communication style specifically is beneficial for organizations as it helps in achieving organizational goals (Samfira, 2020). Proficient communication holds a 360-degree impact on employee performance, fostering better relationships among superiors, subordinates, customers, and stakeholders. Diversity represents various forms of distinctions among individuals working within an organization. This encompasses factors such as age, caste, gender, education, and experience. Diversity is divided into two main categories: primary (or principal) traits including age, gender, color, and sexual orientation; and secondary (or subordinate) traits encompassing religion, education level, income, and family background. Due to globalization, there has been a transformative shift in the concept of diversity, with a constructive and positive approach taken by people (Ashton and Morton, 2005).

The term "performance" refers to the time, effort, and energy that an individual devotes to an organization in exchange for the monetary compensation provided by them. It encompasses job specifications, job descriptions, and job evaluations. Employee performance represents their actions and refrains them from taking advance organizational objectives. It encompasses monetary,

performance, and human resource-related achievements. Employee performance can be categorized into qualitative and quantitative inputs and outputs. During their tenure in an organization, employees interact with three key elements: knowledge, procedures, and levels of motivation (Auguinis, 2009a).

The Indian healthcare industry stands as one of the world's fastest-growing industries as the government allocates 5 percent of its GDP to the healthcare industry. Individuals from different countries choose India for healthcare services. The Indian government has established the AYUSH (Ayurveda, Yoga, Unani, Siddha, and Homoeopathy) department to promote a healthy lifestyle. However, a considerable demand for doctors and paramedic staff still remains. Continued growth of this industry necessitates more healthcare equipment, medications, and research. This underscores the need for further research within this sector.

Styles of Communication

Communication style plays a significant role in the workplace, serving as a determining factor in the success or failure of information transmission. As individuals, we assume various roles in life, each necessitating a distinct communication approach. Our communication style among friends, for instance, differs from the manner in which we interact with colleagues in a professional setting. Developing effective and assertive communication skills is pivotal as it could lead to significant enhancement in the efficiency and productivity of the employees. Therefore, adjusting our communication style based on timing, situation, and context is crucial.

Successful communication not only fosters self-respect but also upholds the respect of others. It could lead to a potent and positive method of conveying feelings, ideas, emotions, and thoughts—whatever is necessary to achieve the desired objective. Among the spectrum of communication styles, assertive communication emerges as the most advantageous. It not only influences others but also provides personal gratification. It assists in cultivating positive relationships and mitigating

discord with counterparts. Effective communication helps in overcoming obstacles, paving a seamless path for collaboration. In fact, effective communication ranks as the paramount concern for organizational success (Spillan *et al.*, 2002).

Diversity

The review of the literature has identified six distinct factors of diversity that directly impact employee performance within hospital settings. These diversity factors encompass gender diversity, educational background, regional diversity, work experience, tenure, and age diversity. Within the hospital workforce, gender diversity includes both male and female paramedic staff. Educational background factor incorporates varying levels of education, ranging from secondary and senior secondary to diploma, graduate, and postgraduate degrees. Regional diversity encompasses individuals from different regions of India, such as Eastern, Western, Southern, and Northern India, all contributing as paramedic staff in hospitals. The work experience factor encompasses the range of experience levels among paramedic staff, spanning from 5 to 10 years of service. The tenure factor refers to the difference of experience within the same organization among paramedic staff in hospitals. Age diversity encompasses a spectrum of age groups among paramedic staff, including young, middle-aged, and older individuals.

Employee's Performance

Employee performance is a dynamic process that represents the time, effort, and energy an employee invests in attaining the organization's objectives. In return for their contributions, employees receive both monetary and non-monetary rewards. This process aims to maximize employee performance while working within limited resources. It entails a comprehensive examination of various performance factors, identification of critical dimensions of performance, strategic planning and evaluation of these factors, and ultimately, strategies for their improvement and development; to effectively realize organizational goals

(Rao TV, 2004).

Human Resources Management is a pivotal component of every organization, and employee performance stands as a central focus across all organizations. They consistently strive to enhance employee performance by cultivating a positive and constructive work environment and culture. This approach fosters heightened productivity and profitability. The primary objective of employee recruitment is not only organizational growth but also the individual development of employees. Employee performance is influenced by multiple variables, including internal and external motivation, incentive structures, organizational culture, role clarity, learning opportunities, personal growth, employee proficiency, and efficiency. The human resource development department actively pursues the recruitment of top-tier employees, providing them with training and developmental opportunities, nurturing their long-term commitment, and diligently fostering expectations of optimal performance.

REVIEW OF LITERATURE

When a positive and constructive style of communication is employed in the workplace, it yields a range of benefits such as heightened job satisfaction, effective problem-solving, enhanced employee commitment, engagement, and establishment of strong and enduring relationships. Such communication style fosters an optimal working environment and cultivates long-term associations. The impact of workplace communication on the realization of organizational goals is profound. Organizational communication uniquely addresses all elements of management, encompassing planning, organizing, staffing, directing, coordinating, and controlling (Froschheiser, 2008). Communication serves as a medium for expressing ideas, to drive vital productivity and employee contentment, thereby creating a positive and constructive atmosphere for both employees and employers. The communication style is directly correlated with the level of employee satisfaction (Hicks, 2020). Communication between supervisors and

subordinates significantly influences the outcomes (Kelly & MacDonald, 2019). A shift in communication style directly impacts job performance and job satisfaction, with leadership style exerting a more pronounced effect on job satisfaction than performance (Putri, R. A., 2018).

Unfavorable employee performance can be attributed to workplace issues such as sexual harassment, subpar working conditions, and unequal compensation in comparison to male counterparts (Barati *et al.*, 2020). Positive transformation within the workplace is largely driven by effective communication between management and employees (Maxwell, 2001). Elevating motivation levels necessitates open, positive, honest, and robust communication. It serves as the cohesive force driving the achievement of organizational mission and vision (Garcia *et al.*, 2012). Strong, logical, and rational communication is instrumental in shaping industrial relations, organizational development, and change efforts (Choudhary and Rathore, 2013). Quality communication results in long-term relationships, increased job engagement, and heightened satisfaction. Competent employers understand the needs of all stakeholders, including managers, employees, investors, and customers (Anthony, 2015).

True diversity is achieved when employees can work and thrive regardless of factors like gender, religion, age, caste, nationality, and ethnicity. Such kinds of workplaces involve working effectively within a heterogeneous group without any negative impacts (Jabbour, 2011). Diverse groups tend to exhibit greater efficiency, often possessing robust communication skills. Diversified teams consist of individuals from various socio-cultural backgrounds, which significantly influences communication dynamics and employee performance. Diversity encompasses aspects such as ethnicity, color, age, physical abilities, behavior, and appearances, including mental perspectives that consider both behavior and task performance (Armstrong, 2000).

Performance pertains to the productivity of employees and it is recognized and valued by the organization

(Robbins, 1996). Performance encompasses the tasks assigned by the organization to the respective employee, highlighting that specific behavior is a crucial factor rather than just the outcome of actions (Auguinis, 2009b). Research has shown that a more diverse workforce can be as productive as a more homogeneous one, challenging the notion of productivity differences based on workforce composition (Auguinis, 2009c). The emphasis on diversity has intensified due to the potential harm that violations of diversity could inflict on organizations. Its positive impact on communication and the work environment enhances employee performance.

Objective of the Study

The present study contains two objectives:

- I. To analyze the effects of styles of communication on employee performance in the hospitals of the National Capital Region of India.
- II. To analyze the effects of dimensions of diversity on employee performance in the hospitals of the National Capital Region of India.

RESEARCH METHODOLOGY

The researcher employed an exploratory research design for this study. A self-designed questionnaire was meticulously developed and subjected to validity and reliability assessments. A preliminary pilot study was conducted with a subset of 71 respondents. The reliability coefficient obtained was .819, as determined through Cronbach's Alpha analysis using SPSS. Subsequently, a comprehensive data collection phase involved a total of 690 participants selected through a stratified random sampling method, drawn from both public and private hospitals within the National Capital Region (NCR) of India. The participants were paramedic staff, encompassing nurses, therapists, technicians, and healthcare workers. Data collection was facilitated using a combination of online methods (email and WhatsApp) as well as offline approaches (in-person visits), ensuring a diverse and representative sample.

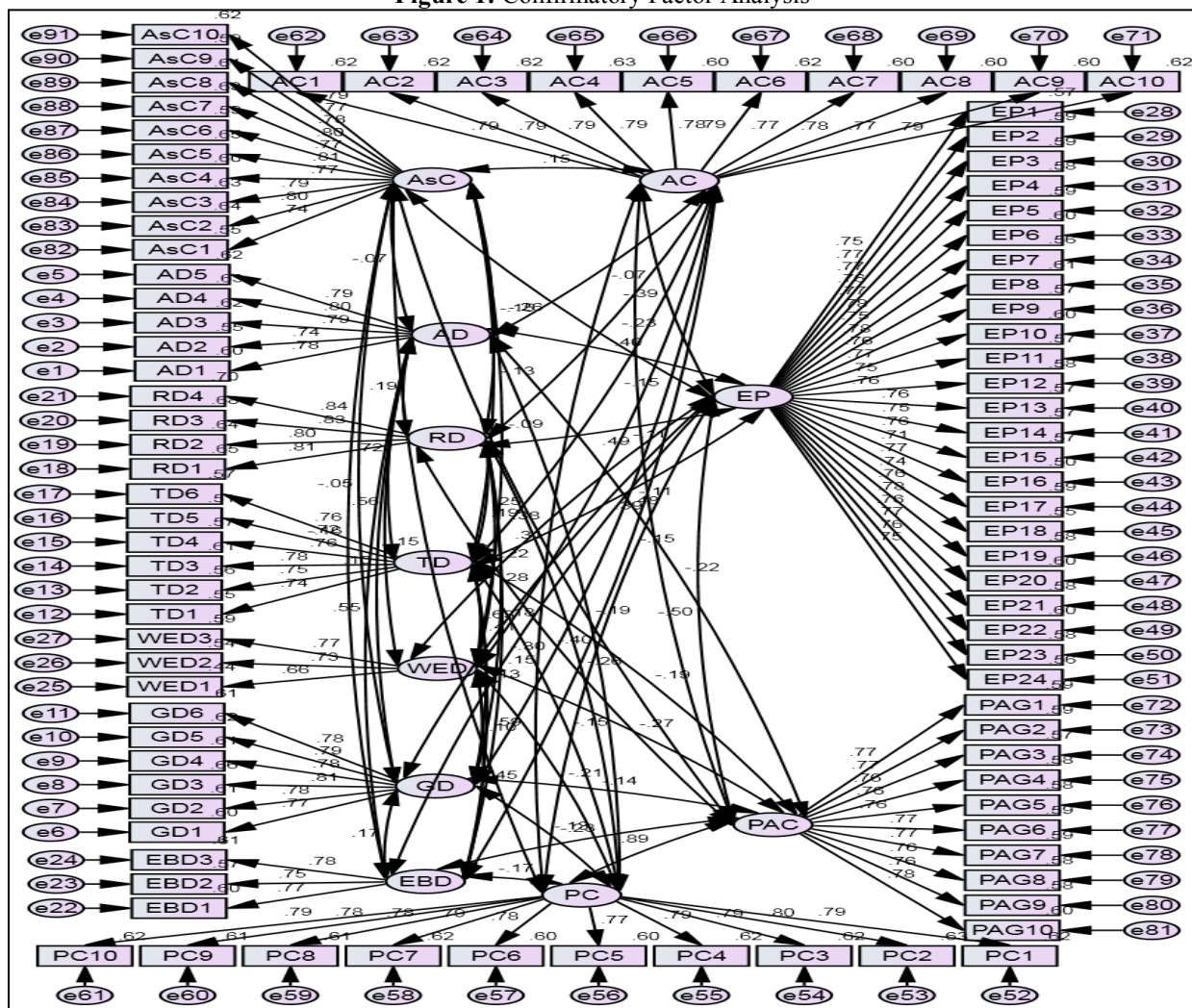
The data analysis was carried out employing IBM SPSS 20, along with AMOS featuring Structural Equation Modeling (SEM).

Confirmatory Factor Analysis (CFA) for present research

Confirmatory factor analysis was done for styles of communication, dimensions of diversity, and employee performance. This will confirm the factors used for the present study. All variables contain a factor loading more than 0.70. as usually used in the study of human resource

management. Figure 2 shows Confirmatory Factor Analysis. Here AD refers to Age Diversity, RD refers to Regional Diversity, TD refers to Tenure Diversity, WED refers to Work Experience Diversity, GD refers to Gender Diversity, and EBD refers to Educational Background Diversity. Concerning styles of communication, PC refers to Passive Communication, AC refers to Aggressive Communication, PAC refers to Passive-Aggressive Communication, and AsC refers to Assertive Communication. Employee Performance is measured as a dependent variable and is denoted as EP.

Figure 1: Confirmatory Factor Analysis



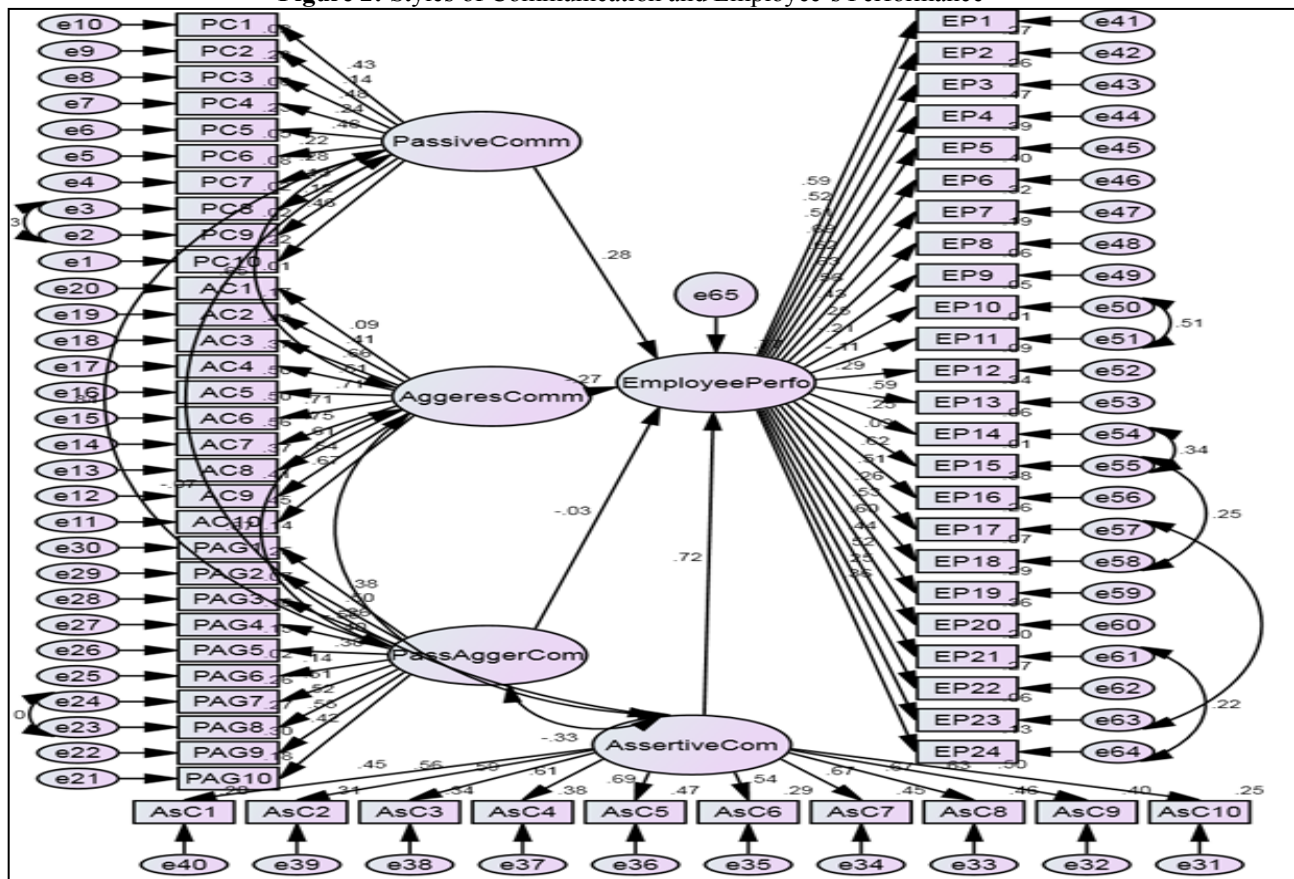
Source: Authors' Compilation

Table 1 shows the summary of goodness-of-fit indices for the measurement model. “As indicated, the χ^2/df is significant using the Type-I error rate of 0.05 indicating that there are statistically significant differences in observed and estimated covariance matrix within sampling fluctuations”. In an attempt to understand which factors’ structure is best suited to the model, “its fit is evaluated by using AMOS-20.0 through the following indexes: NC (normalized chi-square or chi-square value divided by the model’s degrees of freedom= CMIN/DF), CFI, and RMSEA, as recommended by Kline (2005). As reported below Table-1, all the selected parameters (RMSEA= 0.016; CFI= 0.983, NFI= 0.88; TLI= 0.982; IFI= 0.98, Chi-square/df= 1.181) respect the goodness threshold for a very good fit, therefore the test can be considered successful and it is suitable to proceed to further examination of the model results”.

Effects of Styles of Communication on Employee’s Performance

Styles of communication (assertive communication, passive communication, aggressive communication, and passive-aggressive communication) are taken as independent variables and employee performance is taken as dependent variables. In the mentioned Figure 1, EmpPerf stands for Employee Performance, PassComm stands for Passive Communication, AggComm stands for Aggressive Communication, PassAggComm stands for Passive Aggressive Communication and AssComm stands for Assertive Communication. Regression analysis is conducted by the researcher to measure the effects of styles of communication on employee performance. The regression analysis has been shown in Figure 3, as follows:

Figure 2: Styles of Communication and Employee’s Performance



Source: Authors’ Compilation

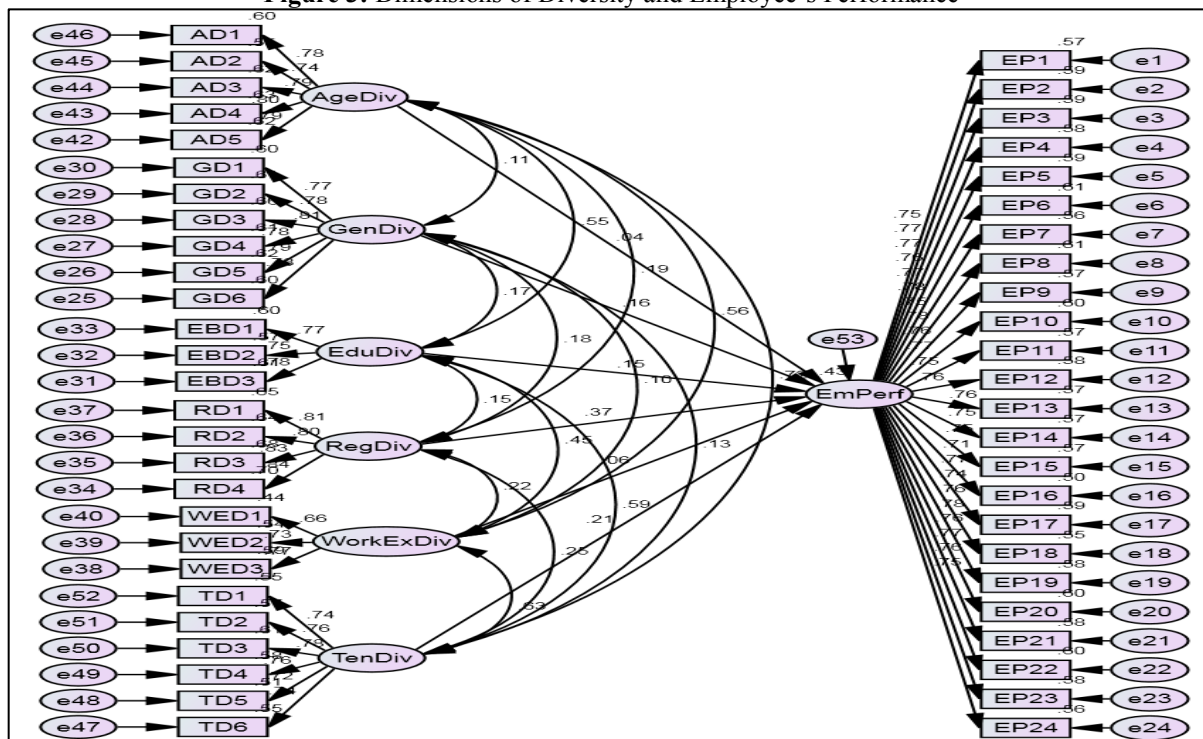
The results in the above-mentioned figure and table indicate that passive communication has a positive relationship with Employee Performance ($\beta= 0.28$, $E= 0.279$, $p= 0.000$), aggressive communication has a negative relationship with employee performance ($\beta= -0.27$, $E= -0.271$, $p= 0.000$), passive-aggressive communication also has a negative relationship with employee performance ($\beta = -0.3$, $E= -0.03$, $p = 0.815$) and assertive communication has a positive relationship with employee performance ($\beta = 0.72$, $E= 0.719$, $p = 0.000$). The combined effect of all independent variables explains 77 percent of the variation in employee performance (r square= 0.77). This can be concluded that there is a significant and positive relationship between passive communication and assertive communication on employee performance. If it is strengthened, it will enhance the employee’s performance. There is a negative and insignificant relationship between employee performance with aggressive communication and passive-aggressive communication. If these styles of

communication is used in the workplace, it can create problems in the organization and employee performance.

Effects of Dimensions of Diversity on Employee Performance

Dimensions of diversity (age, gender, educational background, regional diversity, work experience, and tenure) are taken as independent variables and employee performance is taken as a dependent variable. The abbreviations of the variables used in table and Figure 2 are AgeDiv which stands for Age Diversity, EduDiv stands for Educational Background Diversity, GenDiv stands for Gender Diversity, WorkExDiv stands for Work Experience Diversity, TenDiv stands for Tenure Diversity and RegDiv stands for Regional Diversity. Regression analysis is used to calculate the effects of diversity on employee performance. The results of regression have been shown in Figure 4, as follows:

Figure 3: Dimensions of Diversity and Employee’s Performance



Source: Authors’ Compilation

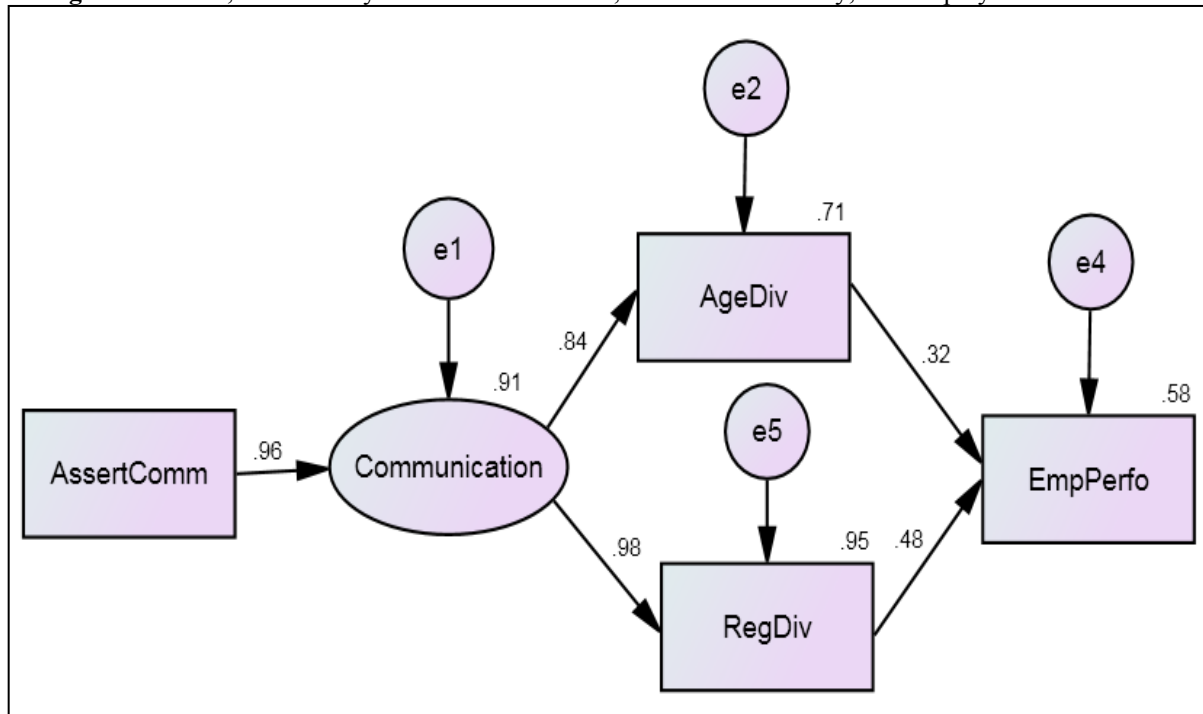
The results of the regression analysis of all independent variables (workforce diversity dimensions) reveal that the calculated values of coefficients are positive and significant for gender diversity ($p=.000$), educational background diversity ($p=.001$), regional diversity ($p=.000$) and tenure diversity ($p=.000$). Both age ($P=.413$) and work experience factors ($P=0.214$) show an insignificant relationship as shown in the above-mentioned Figure 2. The combined effect of all independent variables explains 43 percent of the variation in employee performance ($r\text{ square}= 0.43$). The coefficient for each relationship is shown in Figure 2. Further, results indicate that gender diversity significantly predicts employee performance ($\beta = 0.16$, $E= 0.156$, $p= 0.000$). Education background diversity ($\beta = 0.15$, $E= 0.146$, $p = 0.01$), tenure diversity ($\beta = 0.21$, $E= 0.210$, $p = 0.000$) and regional diversity ($\beta = 0.06$, $SE= 0.335$, $p = 0.000$) also predicts employee’s performance significantly. Based on computed results, it can be concluded that there is a direct relationship between the four dimensions of workforce diversity

gender, educational background, region, and tenure on employee performance. By using these four dimensions of diversity, employee performance can be enhanced. There are no positive effects of age and work experience on employee performance.

Model Extracted by Using the Style of Communication, Diversity, and Employee Performance

In the Figure 4 AssertComm stands for Assertive Communication, AgeDiv stands for Age Diversity, RegDiv stands for Regional Diversity and EmpPerfo stands for Employee’s Performance. Here, styles of communication are treated as independent variables and factors of diversity and employee performance are taken as dependent variables. There are certain recommended approaches for judging the adequacy of model fit indices. A model fit can be considered if the values of the CMIN/DF, CFI, RMSEA, NFI, and TLI are in the acceptable range.

Figure 4: Model, based on Styles of Communication, Workforce Diversity, and Employee’s Performance



Source: Authors’ Compilation

Model-Based Findings

A model has been developed that demonstrates the correlation between the assertive communication style, age diversity, and regional diversity contributing to optimal employee performance. This model's construction aligns with the recommendations of Kaplan and Depaoli (2012). The assertive communication style fosters a positive and constructive workplace environment. Age diversity enriches the workforce with experience, maturity, and enhanced cognitive perspectives. In the same vein, regional diversity nurtures camaraderie among employees. When these three variables are presented together within the proposed model, they engender a positive atmosphere, enhance cognitive processes, and foster camaraderie among the employees. This amalgamation results in a robust communication style, cultivates positive diversity, nurtures affinity, and ultimately contributes to the enhancement of employee performance.

RESULTS AND FINDINGS

Results indicate that passive communication has a positive relationship with employee performance ($\beta = 0.30$, $E = 0.296$, $p = 0.000$), aggressive communication has a negative relationship with employee performance ($\beta = -0.21$, $E = -0.275$, $p = 0.000$), passive-aggressive communication also has a negative relationship with employee's performance ($\beta = -0.55$, $E = -0.042$, $p = 0.745$) and assertive communication has a positive relationship with employee's performance ($\beta = 0.73$, $E = 0.728$, $p = 0.000$). All independent variables of diversity like age, educational background, gender, work experience, tenure, and regional diversity are significantly associated with employee performance. All the parameters (RMSEA= 0.016; CFI= 0.984, NFI= 0.934; TLI = 0.983; IFI= 0.984, CMIN/DF= 1.291) respect the goodness threshold for a very good model fit. Regression results of all independent variables (the dimensions of workforce diversity) revealed that coefficients are positive and significant for gender diversity ($p = 0.000$), educational background diversity ($p = 0.001$), regional diversity ($p = 0.000$) and tenure diversity ($p = 0.000$).

Both age ($P = 0.413$) and work experience ($P = 0.214$) shows an insignificant relationship. The combined effect of all independent variables explains 43 percent of the variation in employee performance ($R^2 = 0.43$). A slope coefficient for each relationship has been shown. Further, results indicated that gender diversity significantly affects employee performance ($\beta = 0.16$, $E = 0.156$, $p = 0.000$). Educational background diversity ($\beta = 0.15$, $E = 0.146$, $p = 0.01$), tenure diversity ($\beta = 0.21$, $E = 0.210$, $p = 0.000$) and regional diversity ($\beta = 0.06$, $SE = 0.335$, $p = 0.000$) also predicts employee's performance significantly. Mediation analysis, an essential aspect of social science research as emphasized by MacKinnon, D. P. (2012), reveals intriguing insights in this study. An aggressive style of communication reflects a partial mediator, influencing the relationship between educational background and employee performance. Similarly, it partially mediates the connection between regional diversity and employee performance. The assertive style of communication, on the other hand, partially mediates gender diversity and employee performance, along with playing a similar mediating role for educational background diversity and regional diversity. The passive-aggressive communication style also exhibits partial mediation, linking age diversity and employee performance, while also playing a similar mediating role for educational background diversity and regional diversity. Furthermore, the passive style of communication fully mediates the impact of educational background diversity on employee performance, while also partially mediating the effect of regional diversity on employee performance. This comprehensive mediation analysis sheds light on the intricate interplay of communication styles and diversity factors in influencing employee performance.

CONCLUSION

This study delves into the profound influence of communication styles and dimensions of diversity on employee performance. The investigation reveals a substantial and positive correlation between passive communication and assertive communication styles, both contributing significantly to employee performance. The

potential for enhancing employee performance lies in the reinforcement of these communication styles. Notably, the assertive communication style is particularly being endorsed within hospitals, fostering a constructive and positive environment beneficial to both employees and management. Similarly, a negative and insignificant relationship is observed between employee performance and aggressive communication, as well as passive-aggressive communication. These communication styles tend to create disruptions within organizations and have notably detrimental effects within sensitive workplaces such as hospitals. Furthermore, the role of diversity emerges as pivotal in shaping employee performance. Among the four dimensions of workforce diversity—gender, educational background, region, and tenure—each exerts a significant impact on employee performance. However, age and work experience do not exhibit positive effects on employee performance. The synthesis of assertive communication alongside age and region emerges as a powerful configuration for optimizing employee performance within the hospitals of India's national capital region. This has been concluded from the model, formulated based on the findings of this study.

Scope of the Study

The study with the title, "The Effects of Styles of Communication and Dimensions of Diversity on Employee's Performance," embarks on a comprehensive investigation into the intricate interplay of communication styles, diversity dimensions, and their collective impact on employee performance within organizational contexts. Through a thorough and nuanced analysis, the study seeks to highlight how varying communication styles and diverse attributes within the workforce influence employee performance outcomes. The research will adopt a multifaceted approach, encompassing both qualitative and quantitative methodologies to offer a holistic comprehension of the subject matter. It aims to delve deep into an array of communication styles, ranging from assertive, persuasive, empathetic, and directive

approaches, to discern their dynamics about employee performance. Simultaneously, the study will also explore critical diversity dimensions such as gender, age, cultural background, educational qualifications, work experience, and tenure within the workforce. It's important to note that the healthcare sector, particularly hospitals, is witnessing significant growth in India. In line with this context, the study presents novel findings geared towards enhancing the performance of hospitals. This framework uniquely leverages diverse communication styles and dimensions within the workforce. The geographical scope encompasses public and private hospitals across twenty-four districts within the National Capital Territory of Delhi, Haryana, Uttar Pradesh, and Rajasthan. By encompassing these dimensions and settings, the study aims to provide valuable insights that can contribute to the better performance of hospitals across the sector.

IMPLICATIONS OF THE STUDY

"The Effects of Styles of Communication and Dimensions of Diversity on Employee's Performance" study highlights several practical implications, which are outlined below:

- The research contributes to further knowledge on communication styles, diversity dimensions, and employee performance. It introduces measurement of employee performance concerning communication styles and diversity aspects, incorporating qualitative and quantitative results.
- The study highlights the current situation of paramedic staff, aiding in understanding their needs and requirements. It also sheds light on the challenges and circumstances faced by paramedic staff due to the ongoing COVID-19 epidemic.
- The study identifies communication challenges faced by paramedic staff and highlights effective communication styles for hospital management. It emphasizes that an assertive communication style yields the best results for paramedic staff,

contributing to prolonged hospital tenures and enhanced performance.

- The research aims to enhance employee performance by improving attendance and reducing turnover rates. It demonstrates that a conducive work environment encourages employee retention, even with lower salaries and longer working hours.
- The findings can be extrapolated to the study of doctors, who significantly influence hospital performance.
- The study aids in the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of paramedic staff, providing insights into their strengths, weaknesses, and potential opportunities.
- The researcher has developed a model to enhance employee performance in hospitals, which has applications in various service sectors such as businesses, construction, production, research, banking, insurance, finance, railways, telecommunications, education, and more.
- The research contributes indirectly to Human Resources (HR) functions, allowing the assessment of communication styles during selection to influence turnover rates, conflict reduction, employee engagement, harmony, coordination, job design, and performance maximization.
- The study enhances further understanding of communication styles and their impact, diversity aspects, and their pros and cons for paramedic staff. It serves as a tool to measure employee performance in hospitals.
- The researcher has created a communication adroitness scale to analyze employee communication styles. This scale assesses the suitability of communication styles for the organization and facilitates critical evaluation.

- The healthcare sector's rapid growth in India enhances the applicability of this research.

LIMITATIONS OF THE STUDY

Research is an ongoing process that inherently invites continuous refinement, and this principle holds true for the present study as well. While the investigation focused on communication styles and diversity dimensions are pivotal factors, influencing employee performance, it's important to acknowledge that there exist numerous other variables impacting performance. As with any research endeavor, this study bears certain limitations, which are outlined below:

- The study's scope was confined to public and private hospitals solely within the national capital region of India. There is potential to expand the research to encompass regions spanning North India, South India, or even a nationwide perspective.
- While the primary focus of the study is on paramedic staff, it could be broadened to include other healthcare professionals like doctors, medical representatives, and even the pharmaceutical production sector.
- Although the study delves into the realms of communication styles and diversity dimensions, there exists a broader spectrum of factors that contribute to variations in employee performance.
- The study incorporates a range of six diversity dimensions: gender, age, region, educational background, work experience, and tenure. Expanding this repertoire to include additional diversity factors could potentially enrich the study's insights.
- It's essential to acknowledge the possibility of respondent inconsistency and inaccuracies in the research data, given the subjective nature of survey responses.

- The outcomes of the study rest upon the opinions and perspectives of paramedic staff, which might undergo variations over time due to changing circumstances or evolving perspectives. In short, the study's boundaries and inherent limitations underscore the need for continuous inquiry, refinement, and the exploration of new dimensions.
- It could be used to gain a comprehensive understanding of the complex interactions between communication, diversity, and employee performance within the dynamic context of healthcare organizations.

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