

**T.C.**  
**ISTANBUL COMMERCE UNIVERSITY**  
**GRADUATE SCHOOL OF SOCIAL SCIENCES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTERS OF BUSINESS ADMINISTRATION**

**MANAGEMENT STYLES AND EMPLOYEE ENGAGEMENT  
CONTEXT MATTERS: EXAMINING ‘SOFT’ AND ‘HARD’ MANAGEMENT  
APPROACHES TO EMPLOYEE ENGAGEMENT IN TWO WORKPLACES.**

**Master Thesis**

**AHMED HASSAN MOHAMED**

**200009312**

**Istanbul, July 2022**

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**Thesis Advisor**

**Assist.Prof.Sabri OZ**

**Istanbul, July 2022**

### **DECLARATION OF ORIGINALITY**

I affirm that the attached work is entirely my own, except where the words or ideas of other writers are specifically acknowledged according to accepted citation conventions. This thesis has not been submitted for any course in Istanbul ticaret universitesi or any other institution. I have revised, edited and proofread this paper.

Ahmed Hassan Mohamed July 2022

## **ABSTRACT**

This study presents two businesses' distinct management approaches to employee engagement. It classifies these management approaches to employee engagement as "hard" and "soft" and examines how they reflect the many external settings in which management operates and, in particular, their impact on management's capacity to foster a supportive internal environment. This research contributes to the existing literature on the drivers of engagement by demonstrating the significance of merging professional considerations about the role and practice of managers with the concepts acquired from the psychological literature pertaining to work characteristics. It expanded on these two techniques to investigate the conflicts and restrictions that management has in boosting participation by including key organizational context elements. The process focused on the critical organizational and HRM literature to contribute to the understanding of the many organizational uses of employee engagement. In doing so, the study detailed a situated and critical reading of organizations in order to better comprehend that management practices are complicated, controversial, dynamic, locally performed, and context-specific, hence providing new perspectives into the inherent difficulties in producing engaged workers.

**Keywords:** contextual contingencies; critical HRM; drivers of engagement; employee engagement; 'hard' and 'soft' management approaches to engagement

## Özet

Bu çalışma, iki işletmenin çalışan bağlılığına ilişkin farklı yönetim yaklaşımlarını sunmaktadır. Çalışan bağlılığına yönelik bu yönetim yaklaşımlarını "sert" ve "yumuşak" olarak sınıflandırır ve bunların yönetimin faaliyet gösterdiği birçok dış ortamı ve özellikle bunların yönetimin destekleyici bir iç ortamı teşvik etme kapasitesi üzerindeki etkilerini nasıl yansıttığını inceler. Bu araştırma, yöneticilerin rolü ve uygulamalarına ilişkin profesyonel düşüncelerin, iş özellikleriyle ilgili psikolojik literatürden edinilen kavramlarla birleştirilmesinin önemini göstererek, bağlılığın itici güçleri hakkında mevcut literatüre katkıda bulunmaktadır. Yönetimin, temel örgütsel bağlam unsurlarını dahil ederek katılımı artırmada sahip olduğu çelişkileri ve kısıtlamaları araştırmak için bu iki tekniği genişletirilmiştir. Sürecim, çalışan bağlılığının birçok organizasyonel kullanımının anlaşılmasına katkıda bulunmak için kritik organizasyonel ve İKY (İnsan Kaynakları Yönetimi) literatürüne odaklanmaktadır. Bunu yaparken, yönetim uygulamalarının karmaşık, tartışmalı, dinamik, yerel olarak gerçekleştirilen ve bağlama özgü olduğunu daha iyi anlamak için organizasyonların yerleşik ve eleştirel bir okuması detaylandırılmıştır, böylece üretmenin doğasında var olan zorluklara çalışanlar açısından yeni bakış açıları sağlanmıştır

**Anahtar kelimeleri:** bağlamsal olasılıklar, kritik insan kaynakları yönetimi, katılım dinamikleri, çalışan bağlılığı 'Sert' ve 'yumuşak' katılım için yönetim yaklaşımları

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## **Dedication**

I am dedicating this book to my beloved parents and family who have been encouraging and supporting to my way of success until my childhood up to now.

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## Introduction

This paper provides a qualitative analysis of two diverse managerial instances in order to evaluate and rationalize various employee engagement management practices. The research illustrates how contextual elements help or impede the capacity of management to engage employees. To examine this, I differentiate and examine the difference between "hard" and "soft" management styles to employee engagement using early HRM research. (Storey J, 1989). VoiceTel exemplified a 'soft management approach' to employee engagement, which emphasized on developing enjoyable atmosphere and interactions within management and workers, structuring tasks, and creating a work atmosphere advantageous to fostering employee engagement; enriched worker personal productivity has not been the major emphasis or purpose.

EnergyServ, contrary to the other company, implemented a 'hard' management concept of employee engagement, which states to the clear goal of achieving a cutthroat via marked up or elevated workforce productiveness, whereas employee engagement seeks to precisely marking up worker achievements to increase institutional commitment. Employees at VoiceTel reported extraordinary of engagement, however at EnergyServ, significant levels of disentanglement were detected despite the commitment and emphasis on employee engagement by top management. Consequently, my encouragement to the increasing field of employee engagement is to provide a contextualized and critical examination of the numerous organizational commitment techniques (Storey J, 1989).

First, I describe how the two businesses face various 'background variables' that present both advantages and limitations for the capacity of top management to create an internal environment that fosters employee contentment. Numerous studies of work engagement have centered on certain organizational situations. A scholastic analysis are intimidated by an employment cognitive mindset that has improved important observations into the antecedent variables of engagement (Schaufeli & Bakker, 2004). by underlining the significance of work and intimate possessions while reimbursing less consideration to administrative circumstances and management's ability to provide these tools. According to a recent survey of the work psychology literature on employee engagement by (Bakker et al., 2011)"we must recompense more consideration to the larger appropriate managerial dynamics that influence employee engagement." Focusing on forebears in

segregation from these conditions has complicated the extent to which managing's capability to execute interaction is persuaded by a number of contextual variables: the broader economy and specific business segment, certain marketplace circumstances, possession and power accommodations, and organizational size and structural system.

My second point of view is influenced by a more analytical approach to HRM research (Islam, 2009); This shows that egalitarian and managerialist methodologies: (a) have been generally disregarded by professionals; and (b) have failed to address the intricacies of management considerations intrinsic to the engagement interactions (Delbridge & Keenoy, 2010); A more analytical and inspected method to its research is required. I hope to heighten understanding of the practical challenges connected with ensuring organizational efficiency.

In addition to the increasing market competition, businesses have prioritized human capital or talent management. To ensure the selection and recruitment of qualified personnel, Human Resource Management has been accorded a high priority. In addition, several approaches have been developed and applied to guarantee that staff are entirely advanced and optimally improved for optimum output. To ensure the retention of personnel, pay equity and career advancement are implemented. Although all of these strategies look acceptable for inspiring and keeping human capital within organizations, they are sometimes insufficient to engage personnel. In addition to the continuing issue of task-reward parity, a number of concerns have arisen, prompting some experts to anxiety that worker commitment will appreciate another HR fad (Fischer et al., 1995)

The division of work that may come from an aggressive but poorly-planned outsourcing strategy, for example, may lead to the establishment of functional silos that prevent individuals from being accountable for their initially assigned jobs (Godard, 2004) People who are extremely committed in their task may undermine the benefits of negative thinking by ignoring pessimistic instincts or playing the brief role of "devil's advocate." This tactic could be counterproductive because it decreases employees' apprehension and inhibits them from challenging the status quo (George, 2011); Providing employees with a logic of determination and sense in their work is vital for tackling these issues. Moreover, it is asserted that the management approach is a forecaster of worker commitment. Unquestionably, executives entrust their firm to support and inculcate a feeling of tenacity and significance in the communities of its cliques. This paper examines the

literature on management style and employee engagement to justify our study contribution. It then outlines the research methodology and compares "hard" and "soft" approaches to employee engagement to illustrate the conclusions.

# CHAPTER ONE

## 1. Management styles

The first studies on management styles were conducted in the 1930s. R. Lippitt and R.K. White, two American psychologists, began the study after being motivated by K. Lewin, a psychologist with German emigrant living in the United States. (Břečková & Havlíček, 2013)

Management as a procedure indicates to a variety of actions and purposes, management as an virtuosity to employment, and management as a discipline to methodical and modern science. Conferring to these viewpoints, the term of management has multiple connotations. However, in its broadest sense, management is a manner designed to direct persons and companies for a certain objective. In other words, management is responsible for ensuring that the administration's properties achieve its objectives through careful planning. Management may also be described as the practice of utilizing people and resources to achieve organizational objectives through the coordination and collaboration by or via others in an effective and efficient way. Management is a comprehensive notion that covers features like business, scheduling, leading, management, controller, purchasing and assortment, and delegation of influence. The most crucial aspect of an institution's performance is its administration and how it interacts with its employees.

Management style is defined as "manners of arousing affect the coworkers of a minor group, developed in its behavior, having an effect on the group and its outcome." To put it another way, it is a method of stimulating or managing (Břečková & Havlíček, 2013). Management style expresses the way the manager uses his/her authority over the employees and level of relationship with the employees in reaching the goals of the company. The term management style can be just interpreted as a method of leading an organization. Management style is "the adhesive that ties varied processes and functions together," according to (Lau et al., 2016). It is the idea or set of principles that you use to maximize your employees' skills, It is not a 'how to do' technique, but rather a administrative scheme for doing.

The manner in which a manager utilizes his or her power is the most influential element in determining and shaping management behavior. As previously stated by a number of studies, managers are those who keep things moving via others. The manager is the one who collaborates with others to organize business operations for the purpose of achieving organizational objectives. Leadership style chosen is based on the manager's perception of the company's opportunity, the

economy's fundamentals, and economic challenges, It can be found in strategies and tactics that make the subordinate group operate better and more efficiently, which are unique to a single person. Many elements can influence the manager's style, of management, including people's temperament or temper, personal preferences, the way of thinking, aptitude, or even health.(Seijts, 2006). Not just the patterns of the tradition and culture, but also working conditions and the existing company's situation, can all impact the manager's decisions of how to lead the company.

A leadership approach is a manner of life that pervades the organization. It allows a leader to do the work through his or her employees, Usually the power of the manager and the level of his or her authority (influence) in the organization is what determines how that organization should be led and the style of management that should be pertained in that Company,

The word management style refers to the manner in which an organization is managed. According to (Saks, 2006) administration stylishness is "the glue that holds together varied processes and functions." It is the concept or set of guiding principles for capitalizing on the talents of your people. It is not a technique for "how to do," but rather the management structure for doing. A management style is a way of life that permeates an organization. It enables a leader to rely on the initiative of his staff."

(Taylor and Peter Bain, 1999); defined management style as the distinctive approach in which a company makes choices and performs out its many duties, like planning, scheme purpose and execution, entirely essential managing maneuvers, business model creation, and engaging with relevant parties. Approaches change based on the working conditions of a business. Numerous formal forms of management have been identified since the 1950s. From authoritarian to participative, (Islam, 2009)defined four leadership types. Described organic and mechanical approaches of management. Outlined three distinct types of strategic planning: entrepreneurial, planning, and adaptive. In response to Japan's economic success, other experts have studied the Japanese Style of management, which emphasizes paternalism, lifetime employment, seniority, lifelong learning, collaborative decision making, hard work, cooperative ethics, and continuous adaptation and improvement).

In the mid-1970s, (Islam, 2009); conceptualized five dimensions of management style, namely risk-taking, technocracy, flexibility, participation, and authoritarianism, based on findings from several studies of American, Canadian, and Indian firms, and proposed that these are the fundamental components of most styles. Some authors described the typical management style of



American organizations in the early 1980s, which relies more on basic concepts, extremely flexible structures, business unit autonomy, interactivity, and innovation than the idealised Japanese method. In contrast to the "action-oriented" management style supported the espousal of the managing of open-mindedness for studying institutes and knowledge-based enterprises. However, in their pursuit of flawless styles, the bulk of academics have neglected to analyze the organizational relevance of a management style.

The manager's leadership style plays the essential part in each of these configurations, and it predicts the administration stylishness (Břečková & Havlíček, 2013); Leaders in an organization are those who set the tone and culture. Leadership, according to (Břečková & Havlíček, 2013); is the course by which a distinct inspires a company of entities to attain a corporate purposefulness. A real manager can induce his or her subordinates to achieve the organization's objectives. The distinction between managers and leaders is distinct. Leaders produce change and motivate their employees, whereas managers provide order and uniformity. Building a connection amongst a manager and his/her staff needs the manager to recognize the individual standards of people who are eager to dedicate their time, energy, and skills to achieving shared objectives.

On the basis of these clarifications, it is probable to conclude that managerial approach is a crucial factor in achieving organizational objectives, as the manner in which managers use their authority, the extent of their collaboration with workforces, and the choices they make considering facility and invention procedures impact the organization's usefulness and proficiency. Evidently, there is no clear and unambiguous leadership consensus. Different authors categorize management styles in various ways. For example, J. A. C. Brown classifies leaders based on the these measures: A boss who makes commands and enforces tasks exclusive of consulting juniors is an autocratic manager. He anticipates that his instructions will be carried out without opposition. He personally commends and reprimands his subordinates and keeps a distance from his employees. Authoritarian style managers can be categorized as follows: Follow stringent rules, do not subcontract their eligibility, and maintain as much self-control as possible. They are benign autocrats that feel a deep sense of responsibility for their assistants and want to establish the greatest probable effective circumstances, yet they determine what is good for the employee and assume the worker to agree their decision; a cumbersome car A participatory manager is aware of

his position in the organizational structure and his position as a workplace coordinator. Moreover, he controls the enterprise by distributing his responsibilities in order to assure the company's efficient operation in his absence. A manager who follows a laissez-faire pattern is incapable of performing any managerial obligations (scheduling, coordination, and control of employees' tasks). According to J. A. C. Brown, management styles are directly related to the personality traits of the individual in the managerial role.(Ogele Timinepere, 2012)

Diverse management concepts have also arisen to outline the attributes, physiognomies, and approaches of numerous managers and management approaches (Ogele Timinepere, 2012). Professor D. McGregor, who illustrious two distinct management approaches, presented an additional theory or notion. Theory X is an approach to management that emphasizes human nature. Extremely restricted management, straight managing, and a corrective environment are the outcome of the belief that staffs are intrinsically unmotivated, unable to take accountability, and lack desire (Ogele Timinepere, 2012). In accordance with this view, the manager's duty requires ongoing coercion of subordinates through a variety of consequences, as it is assumed that employees lack expert and intimate life motivation. Theory Y is centered on distinct inspirational goals; specifically, it claims that work is as natural a necessity as rest and play. Man likes self-discipline and self-motivation, and while he does not evade responsibility, he is eager to seek it if the situation allows (Ogele Timinepere, 2012);

The management style, according to D. McGregor, will rely on the manager's belief on the qualifications and work ethic of the staff. The hypotheses of Theory X differ symmetrically from those of Theory Y. Therefore, both theories are based on assumptions, and the actual conduct of employees is closer to either the first or second theory, enabling a choice between them. G. S. Sergei developed one of the most remarkable personality-based classifications of management styles featured in reference texts. He mentions five popular styles: Personality-wise introverted, the manager is egocentric and authoritarian in his administration. He makes every choice on his own, assuming he is infallible. The delegation of responsibilities is unacceptable. This sort of boss is demanding of his employees' discipline and places a priority on oversight. According to his colleagues, he is emotionally dedicated and moody.. Additionally, he is an entrepreneur and relentless worker. The manager is both dynamic and impulsive, and he responds impulsively when

dealing with persons and duties. This sort of boss, although having extraordinary vision, is inconsistent in attaining his objectives and creates organizational chaos. The third strategy is impersonal; the manager is extremely reticent and reserved. He acts logically and has no emotional attachment to business matters. He assigns assignments accurately, taking into account the qualifications of his staff. Due to an appropriate amount of decentralization and a standardized decision-making method that incorporates the advice of advisers, the manager is relieved of decision-making responsibilities. (Żuchowski, 2015)

In the fourth style, collaborative, the manager exemplifies democratic management. He gives his juniors with compassion. He views himself not only as a supervisor, but also and most importantly as a team member. Following a dialogue, operational decisions are made. The manager exemplifies the fifth style - quiet - by being very tranquil. When interacting with staff, the manager maintains composure. He makes prudent selections with limited collegiate input. The managerial grid is among the most well known theories of leadership style. In addition to describing the probable behaviour of leaders, it also offers ideas for the ideal management style, which involves a simultaneous concern for people and production, provided that these interests do not contradict. Two American writers, Robert R. Blake and Jane S. Mouton, developed a classification system for management styles based on the manager's amount of concentration on tasks or workers, thinking that tasks and people are two opposed elements. Blake Mouton Managerial Grid is built on two behavioural factors.. There is no one universally acknowledged definition or theory of leadership (Żuchowski, 2015)

Despite this, transformational leadership is one of the most often-studied leadership styles in contemporary literature. (Carroll et al., 2008); defined transformational leaders as those who motivate and challenge subordinates to go beyond their own personal interests in order to attain group or organization-wide objectives or advantages. Contrary to transformational, soft management approach defines the connection among the managers and the workforce as a series of better-expressed connections. While successful managers are a common tactic to idealistic leaders and authorized groups concerning both academics and experts, this idea has its drawbacks. The essence of the matter is the incapacity of soft management approach notion to solve governmental, communal, and financial concerns within an organizational context mission and affiliation positioned management philosophies were amongst the first to underwrite to the development of the varied interpretations of contemporary management approaches. In light of the

fact that the paradigm of chore and relational alignment in management is overused in study, (Carroll et al., 2008) Change-centered leadership theory adds to the field. According to their theory, the two-dimensional model of leadership (task versus connection) may not be sufficient for firms to stay successful in a world undergoing fast change. The three elements of leadership styles are employee focus, production focus, and change focus. Despite the fact that employee and production orientations embody the essence of relational and task-centered leadership styles, respectively, empirical evidence demonstrates that change-focused orientation is a valid concept regardless of these two elements. Outside of the healthcare business (where the CPE scales were often used) and the Scandinavian (since it initiated in Sweden) and western areas, there have been few examinations. Consequently, behavioral scientists have an interest in its validity in this location. There have been previous investigations into the influence of numerous aspects that may provide to worker commitment. Management styles have been identified as major determinants of employee engagement among these characteristics.

Transformational factors are among the leadership-related predictors the leader values innovation, creativity, and novel approaches to completing tasks. A leader who learns and adapts harmonious to challenge the circumstances is likewise a adventurer. Leader focuses on reaching goals, thereby engaging subordinates in task-accomplishing job activities. Moreover, the 'employee-engagement' ability of leaders, as measured by respect for others and concern for their growth and well-being, is a strong predictor of employees' job performance, employment contentment and organizational loyalty (Břečková & Havlíček, 2013) Nonetheless, the results of these analyses are uneven, since some have produced contradicting conclusions. There is a substantial gap between the 'excellent managing and mentorship' management style of entrepreneurial CEOs and employee engagement (Břečková & Havlíček, 2013);The 'Good management and mentoring' leadership style includes management practises such as 'administratively effective,' 'performance oriented,' 'role clarifying,' 'integrity, "self-assurance,' and 'intellectually stimulating,' in addition to employee development practises such as 'follower confidence,' 'power sharing,' and 'communicator' (Malkoc & Dal, 2021); Furthermore, a research using the four-item scale of the single factor engagement construct by Britt et al. (2006) reveals that transformational leadership has no effect on employee engagement, but a study using the same scale by (Schaufeli & Bakker, 2004)indicates a substantial association highlighted the paucity of research on the relationship between leadership and employee

engagement, particularly in developing nations. Given that so much past research has concentrated on western culture or educational and nursing environments, their reasoning made reasonable. Contrary to the western ethnic standards of uniqueness and small control vastness, Malaysians are renowned for their collectivism and large power distance This viewpoint was supported by (Ogele Timinepere, 2012)who highlighted the social norms of workers, including group orientation, respect for the old, and loyalty

Therefore, the way management is assumed and its influence on worker commitment in the native environment might deliver a distinctive viewpoint than the literature from the West. Given the different interpretations of leadership styles, more research is necessary to assess the degree and nature of the link between leadership styles and employee engagement(Ogele Timinepere, 2012);Given the various contradictory earlier results, the current research directed to evaluate the effect of management approaches on workforce commitment and to explain the function of communiqué approaches in persuading the link amongst the management approach and workforce commitment.

This study's hypothetical underpinning for predicting employee engagement combines CPE model with Richmond and idea of management styles. The management style is a continuation of influential work on the leadership continuum, which progressively shows the contentious and dichotomous nature of an authoritarian vs a democratic method. The classifications of the four interaction approaches traits in both leadership and employee engagement successfully weave these two components into the social fabric of a firm. Leaders who are sympathetic and effective communicators build communal connectors among managers and juniors. Specifically, Professed Corporate Encouragement and manager-junior Altercation impact the connection between member assignation and organizational social responsibility comportment in a favorable manner (Arnold, 2017);

This is reliable with (Thalassinos et al., 2012); assertion that fostering and supporting social employment is essential to effective leadership. In addition to the abundant indication of the cause-and-effect links among management approaches and subordinates commitment, a number of revisions suggest that management approach will have a optimistic inspiration on management approaches.. As a result of the fact that communication skills are part of what drives organizational transformation (Schaufeli & Bakker, 2004), change-oriented leaders cannot exert influence

without them. (Thalassinos et al., 2012); claimed that open and truthful communication allows production-oriented leaders to increase the participation of their followers, especially among leaders with weaker interpersonal skills. Leaders who are honest and consistent in their communication are more likely to inspire followers' trust. Indirectly, trust influences employee engagement through the sense of trustworthy management. Whilst managers are cheered to communicate honestly and effectively, a "Joining" management style provides enough opportunity for workers to make their voices heard. For instance, it was observed that workers' capacity to speak out impacts their appointment. In addition, the routine of both command and informal communiqué helps workers sense loved, hence leading to extraordinary of worker commitment. These previous theories and outcomes suggest that communiqué is a well-established factor in determining worker commitment. Consequently, it is evidently justifiable to believe that there is a realistic interaction effect among management approach and subordinate entanglement. Successful statement tactics that appropriately poise the exercise of power and unrestricted acts are projected to modify the optimistic possessions of professed management styles on employee commitment. Businesses are altering their structures and challenging in a larger ground as a result of globalization. The majority of these businesses once viewed principal as purely stocks, currencies, reserves, or some form of treasure. These firms' perspectives have changed over while, and they now include supervise growth and presentation organization as a deliberate commercial focus to distinguish themselves from the contest. With this trend, firms are increasing the value of their people and the skill sets of their employees (Ogele Timinepere, 2012); Style of management has evolved as an area in which organizations and, in particular, human resource professionals can invest time and money to build a competitive and strategically advantageous staff. Organizations employ a variety of management styles to achieve objectives such as competitive advantage, employee retention, and increased productivity. For the purpose of this study, we will concentrate on one component of management style motivation, which contributes to some of these desirable organizational outcomes, and approach it via the lens of employee engagement. Engagement influences numerous organizational outcomes, such as employee retention and output. Organizations must move beyond employee incentive tactics and increase staff engagement in order to achieve their management objectives. In a time when employers want their employees to take initiative, introduce innovation, and be proactive with answers to current problems, employee engagement has become vital. Leaders are in a position to enhance the engagement levels of their

staff and do more than just motivate them. The goal of this article is to investigate which management approach is highest promising to enhancing employee engagement. First, employee engagement and leadership are examined, followed by an examination of which leadership style is more beneficial to boosting employee engagement levels. Finally, implications and conclusions conclude this paper. Researchers categorize management styles as soft and hard management styles in general (Ogele Timinepere, 2012)

### **1.1 Soft management approach**

Numerous management scholars, experts, educators, authors, advisors, and professionals have pioneered particular management styles and kinds. Consequently, there are numerous management styles and types, enhancing the management field. Similarly, soft leadership or management is a new notion that contributes to the concepts of leadership. Soft management is managing or leading by utilizing interpersonal and soft abilities. It integrates soft talents, solid proficiencies, and management. It highlights the relevance of valuable human resources. It supports people effectively control their emotions, personalities, and moods. It emphasizes on the personality, mentality, and behavior of the individuals and encourages elevating the status of the others. It is an interdisciplinary, participative, relational, and behavioral leadership paradigm that employs methods like as inducement, cooperation, thankfulness, incentive, and teamwork to effectively complete the duties. Soft leading is the practice of goal setting, persuading people via persuasion, creating strong teams, trying to negotiate them with a win-win approach, constantly inspiring them, affiliating their dynamisms and efforts, and valuing their impact to achieving the administrative aims with an highlighting on soft skills.(School et al., 1997)

The soft management strategy is neither meek leadership nor crappy management, but rather forceful teamwork, with soft managers employing agreeable and polite communication to carry out their duties. It is a combination of bold leadership, management of thinking, servant leadership, and authentic motivation. Soft leading is the practice of establishing objectives; attempting to influence through persuasive communication; constructing robust groups; exchanging them with a win-win assertiveness; admiring their letdowns; handholding them; constantly encouraging them; bring into line their vitalities and works; acknowledging and grasping their input to achieving managerial goals and intentions with an prominence on soft skills. It requires the proper mentality, cleverness set, and toolkit.(Rao, 2016);

This management approach can also be called the participatory leadership approach in this leadership styles normally managers expect subordinates in the Certain order and managers increase the level of employee motivation by appreciating the ones that perform well in their fields of work successfully. On the other hand, the managers of this style takes the options and suggestion of their subordinates in to the consideration in decision making processes which means that they allow their coworkers to cooperate in the decision making process (School et al., 1997) Is an approach that constantly allows manger and employees to communicate with each other while providing them effective work force support and constant motivating them and giving them the chance to show themselves and their own abilities soft leadership style is also encourages or allows the employees to participate in reporting process it gives permission to subordinates to report to their manager directly without fear or panic about how their work is done in their respective fields Because democratic manager is always open for correction incase of any errors.

Democratic or soft management styles makes employees feel the sense of belonging to the organization because this leadership style encourages and gives the employee more freedom and always behaves well and positively with them and this makes them feel that they are part of the team This also makes employees to be more productive and engaged in so many ways in the organization(Żuchowski, 2015)Soft management is a leadership characteristic in which the executive pays close attention to his staff members in all of his company activities, tries to support them as much as possible, and acts more like a parent than a manager. The degree of authority is at a specific point, in this type of management style and managers' communication is visible not just only inside of the company but also outside of the companies Paternalism is not thought to acquire a trait that blends oppressive caring power with control. The qualities of a specific culture may influence its management styles, and engendered by different nations' cultural values are quite distinct In this context, intercultural studies have found that paternalistic leadership is more prevalent in China, Pakistan, India, the United States, and Turkey than it is in Germany and Israel Paternalistic leadership, according to (Aycan et al., 2000); is a good leadership style for achieving adequate and profitable results in collectivist countries like Turkey. It's crucial to show how the soft management approach that we face as a conclusion of cultural phenomena affects employees at this stage and supports to achieve efficiency and protective results in such countries (Arnold, 2017)expresses soft management as a method that befalls when one or more individuals interact with others in such a way that managers and factions nurture each other to greater stages



of inspiration and integrity. The four extents of soft management are (a) idealized influence, which is concerned with constructing coolness and belief; (b) inspirational motivation, which is concerned with inspiring the whole corporation; (c) intellectual stimulation, which encompasses development and exchanging groups' mindfulness of complications and their ability to explain those hitches; and (d) customized deliberation, which includes answering to the precise, sole requirements of cohorts to certify they are integrated. These four characteristics allow managers to act as effective role models, supporting the alteration of followers into more fruitful and useful persons (Żuchowski, 2015);

Soft managers are frequently vastly noticeable and renowned for their enthusiasm and vigor in all facets of their profession. They devote the most of their time speaking with others and searching for ideas that will benefit the future of their teams. Transformational or soft leaders inspire and empower their people, frequently surpassing instant objectives by concentrating on developed order intrinsic needs (Nye, 2008). Leaders influence the usefulness of an organization through their followers. Leadership has a significant impact on employee engagement inside a firm. However, transactional leadership limits the manager to utilizing reward-based compartments to inspire employees to accomplish well, which have only immediate effects. Additionally, LMX Theory (Maxwell, 1998) appears unjust and discriminatory because it promotes the development of favored groups in the workplace. The LMX theory does not explain how trust is established or the way participants join the in-group. The emergence of transformational leadership as a style that increases employee engagement. Soft leadership, as suggested by(Ogele Timinepere, 2012) alters the way factions perceive themselves, from solitary entities to participants of a wider set... When followers perceive themselves as members of a group, they are more likely to uphold group principles and objectives, which increases their drive to contribute to the greater good.

They create an motivating visualization of ambitions that can assist institutes amazed self-interest and narrow factionalism. They call forth new and expansive energy among their devotees. Bakker and (Schaufeli & Bakker, 2004)discovered that employees whose contacts with their bosses are good are more engaged. In addition (Żuchowski,2015) discovered that employing a transformational or soft management style increases organizational commitment and job satisfaction, and (Żuchowski,2015); discovered that leaders who priorities relationship building and trust development increase engagement levels. Transformational leaders are not perceived as a figure of authority, but as mutual support for the organization's collective welfare.

Transformational leaders have the ability to directly influence the appointment heights of their colleagues and are able to address the personal and professional requirements of their organizations as a result of their extremely exceptional and powerful leadership smartness.

Martindale, Guy (2011). Voting-based initiative, otherwise referred to as participatory administration or shared authority, is a form of initiative style in which individuals from the gathering play a more participatory role in the complex process. This type of initiative can extend to any association, from private organizations to government. Everyone is able to take part, ideas are exchanged uninhibited, and conversation is encouraged. Although the voting period would usually be nil on the gathering of equity and the free progress of thought, the head of the gathering is still there to give guidance and power.

Heartberg, F. H. (b. 1959). The popularity-based pioneer is accused of concluding who is at the meeting and who can contribute to the choices made. Analysts have found that the style of majority rule management is one of the best styles and leads to higher profitability, better commitments from the bunch, and increased gathering of assurance, because popularity-based pioneers have clear qualities that combine honesty, intuition, boldness, inventiveness, energy, and rationality. Strong majority rule pioneers inspire faith and reverence among devotees.

Blessed, W., Miskel, C. G. (2001). They are sincere and act based on their morals and ethical principles. In general, interest will be aroused and lead to a new addition. In addition, great pioneers will often search for alternative feelings and are often not willing to censor dissenting voices or those who give a less popular viewpoint, a voting authority will contribute to better thinking and more creative answers to issues. Collecting individuals often feel more interested and more dedicated to projects, making them bound to care about the result. Analysis of initiative types has also shown that popularity-based administration contributes to higher productivity among a bunch of individuals.

Irwin, T. H., (2015) While the majority rule authority has been identified as the best administration form. It has some drawbacks. When jobs are confusing or time consuming, popularity-based authority can often lead to communication disappointments and unfinished projects, a bunch of individuals may not have the basic knowledge or capacity to agree on quality commitments to the complex period. Popularity-based authority may also cause colleagues to believe that their assessments and views are not considered, which may contribute to the fulfillment and spirit of the worker.

Schneider, B. Z, guy. (2009). Popularity-based administration, or I would state participatory power, is a kind of executive style in which individuals from the gathering play a more participatory position in the dynamic cycle. Everyone has a chance to take an interest, opinions are exchanged unreservedly, and dialog is empowered. Although the popularity-based period would usually be nil on the gathering of equity and the free progression of thought, the leadership of the gathering is still there to give guidance and power.

Heavenly, W., Miskel, C. G. (2001). The form of administration based on popularity may be one of the best forms of initiative. This style of administration values the collective commitment and insistence of the devotees. A popularity-based pioneer shares complex and critical thinking roles with his authority party, while holding a final state in the final target and majority rule conditions, pioneers regularly yield adherents with high resolve who are more willing to create and present innovative arrangements, establishing an atmosphere of cooperation and camaraderie.

Irwin, T. H., (2015) "The voting authority style is otherwise referred to as the "participatory "initiative style because it requires representative investment. The goal of the majority rule pioneer is to cultivate representative involvement in the association by placing employees in their organizational position, and this kind of pioneer urges workers to set serviceable goals and sees this.

The voting-based initiative style is additionally referred to as the participatory authority style. The emphasis of this initiative style is on implementation and individuals (Puni et al., 2014). It urges participants to engage in the complex period of the organization (Nwokocha and Iheriohanma, 2015). Ignorant (1999) portrays the voting-based pioneer as one who assigns roles to subordinates or wows.

As suggested by Puni et al (2014) dynamics in a voting-based system is not integrated and superior is viewed and remunerated. Nwokocha and Iheriohanma (2015) again recommend that there is a possibility for helpless decisions to be made by subordinates on the basis of a pioneer contingent on the commitments made by staff or subordinates. This can be said to have a negative effect on the association (Nwokocha and Iheriohanma, 2015).

Popularity-based administration increases conversation, informs and urges staff to feel exceptional about their cooperation in the option cycle (Malos, n. d). Then, Bhatti et al. (2012) said that the majority rule pioneer empowers each of the colleagues to generate and contribute ideas to the dynamic movement. Majority rule pioneer is a kind of pioneer who empowers the benefactor of

their workers through interest meetings and representative recommendations (Alkahtani et al., 2011).

Voting-based pioneers use a benevolent approach to dealing with workers and arrange for a two-way correspondence between the pioneers and the representatives (Gonos and Gallo, 2013). The core issue of the voting-based pioneer is the provision of data and the exchange of knowledge to each of the representatives in his or her chief.

Smith (1998) indicates that, if the undertaking is highly structured and the pioneer has a good link with the members, there would be a high degree of adequacy with regard to the workers. His discoveries further revealed that majority rule pioneers take enormous care of including all individuals in the group in discussion, and can work with a small yet incredibly energetic group. Schwartz (1987) found a high degree of accommodation among workers in equal associations, but those in dictatorial associations registered discontent and indignation. Parcels (1970) discovered two different classifications of experts at work meetings. These are highly educated and social-enthusiast subject matter experts. The errand expert is concerned about the achievement of the gathering goals, while the social-enthusiast is concerned about preserving a certain social interaction within the gathering and enabling the gathering of individuals to understand the objectives of the gathering. In any case, the two jobs can be joined by a respectable pioneer (Roger and Roger, 1994).

In reality, the two classes divided two different types of authority, in particular authoritarian and popularity-based. Lewin et al (1939) inferred that the voting style of administration was the strongest, but Smith and Peterson (1988) argued that the adequacy of gathering pioneers depended on the criterion used to test the initiative. In this way, in the event that the authority is measured in terms of profitability, the despotic style is generally competent at that stage, but the lack of chance that the job is regarded as retaining confidence and a consistent quality of work, the majority rule style is viable. The lack of oversight of the administration style results in a lack of encouragement from the pioneer, resulting in low trust and lack of interest in the job.

Hayers (2000) found that staff who had fallen under stress had declared despotic management of their employers. Once in a while, the pioneers allowed them to take part in the dynamics. It was further detailed that staff who were under pressure often showed unforgiving management and power over their managers (Hayers, 2000). Accessibility of social support, both on and off work, is a vital determinant of hierarchical strain (Cohen and Wills, 1985). Clearly, the existence of social

aid diminishes the result of pressure by serving a cushion against the distressing occasion that happens at work (Landsbergis, Schnall, Deitz, Friedman and Pickering, 1992).

Sexual orientation work additionally affects work pressure. Solid network sensation extends the data progression among employees (Bruffee, 1993). Laborers benefit from network involvement by experiencing a more extraordinary sense of prosperity and support (Walker, Wassermann and Wellman, 1994; and Wellman and Gillia, 1999). Illustrious and Rossi (1996) thought that network feeling was identified with dedication to job exercises.

There is a need for employees to have a sense of connectedness that affects the willingness of workers to adapt. Absence of connectivity Dejection breeds, low trust, separation, low achievement, low inspiration and low profitability (Gibbs, 1995). The feeling of having a place and the feeling of being connected indicates the existence of a relationship of confidence and harmony between the staff (Preece, 2000). The degree to which the occupation offers a representative opportunity to collaborate with other associates increases the feeling of networking at work (Camman, Fischman, 1983), but the authoritative environment that will clear the way for such cooperation is regulated by the administration style (Buckner, 1988).

Kreitner and Kinicki (1998) saw that the lack of support from associates is going a long way to add to the strain in association that could destroy the feeling of having a position. In the same way, individuals from divergent gatherings that experience injury cannot feel a sense of connectedness (Ottenberg, 1987). Youthful and Erickson (1988) have found that employees who encounter seclusion at work are vulnerable to increased fatigue and terrible pressure issues.

As indicated by (Dede, 1996) while a vote-based pioneer would settle for an official conclusion, he/she invites different individuals from the party to contribute to the dynamic loop. Not only does this build up job efficiency by including members or peers in what's going on, but it also helps build relationship building skills.' Representatives and peers believe like they are in control of their own pre-determination, for example, of the advance they deserve, when they are motivated to bolster something beyond a monetary prize. Given that investment needs some serious resources, this approach will make things happen even more steadily, but consistently the result is better. Methodology can be most rational where teamwork is basic and consistency is a higher priority than pace to demonstrate profitability (Jenkins and Wesh, 1983).

Schneider, B. Z, guy. (2009). This style of initiative is perfect for a pioneer who needs to keep policymakers updated about problems that may concern them, and who need staff to be interested

in critical thinking and dynamics. It is for the pioneers who need to offer persistent opportunities to their devotees to develop a sense of self-awareness and job-fulfillment, and for the pioneers who may want to promote organized effort and community building.

Kiniki, A., and Williams, B. K. (2008). (2008). Voting-based initiative works admirably for pioneers who respect adaptability and variety. Majority governance of initiative is best when a pioneer partner with highly talented or seasoned professionals on a daily basis. It enables the pioneers to maximize the individual abilities and qualities of their workers, while still benefiting from the strength of the whole. It is best used in circumstances where a division or company is hoping to make organizational improvements or where a pioneer or administrator is endeavoring to find problems either exclusively or within a series.

Scheyns, B., Sanders, K. (2007). Voting-based initiative occurs when thoughts are unreservedly exchanged within a community. Both colleagues are seen as equivalents and are encouraged to contribute to the complex loop just as much as the pioneer himself. The voting-based pioneer puts together the contribution of the whole community and involves them in the complex cycle through assistance and enquiry. This makes the form of majority rule authority an aggregate style of administration. The group is intensely engaged, but at the end of the day, the popularity-based pioneer is still the one to settle for the ultimate option or to endorse the choice of the group.

Scheyns, B., Sanders, K. (2007). The group also has a section on bringing majority rule initiative to work by effectively adding and taking an interest in these conversations. This is perhaps why the voting-based style of the campaign fits well for highly skilled and knowledgeable staff who can provide sound knowledge and dedication. In addition, a few meanings of majority rule initiative include a push for consensus, regardless of whether the pioneer has the last say or endorsement directly as Equal Authority is often revealed by referring to its immediate inverse, which is Totalitarian administration, a style in which the pioneer settles virtually all choices on his own.

Oh, Sadhira, G. (2013). Majority rule administration is sometimes referred to as the "the best" or "generally gainful" type of authority. These statements have their drawbacks, as we shall see further down, and the initial clarification of fair administration with a sentence. Martin Luther Lord Jr. said, "A certifiable pioneer isn't a searcher for agreement, however a decay of agreement." This statement adequately portrays the initiative of majority rule at its core. It's one of the most favored types of initiative. For one and one for all, the mantra of a plurality rule is a visionary.

Rowland, K. M., Ferris, G. R. [1982]. The majority rule system is initially derived from two Greek words, in particular Demos, which implies public and 'which means the administration of force or supervision. Hence, the administration of the general population. This concept gave citizens the opportunity to attend parliamentary meetings, albeit a long way from all the residents, since the majority rule pioneer often ensures that colleagues have confidence.

Rowbottom, R., and Billis, D. (2006). The concept of majority rule of government has evolved and increased over hundreds of years, or even centuries, to the point of overt popularity based authority style, far later than the voting system itself. Kurt Lewin, a behavior therapist from the 1930s to the 1940s, is credited with creating majority rule of law.

Kisilu, D. K., and Stomp, D, L. (2011). Obviously, the popularity-based authority model is not necessarily suitable as this style can be set aside later when it is not time-to-use or practicable to collect information from everybody, or when the organization is in a problematic situation and cannot bear the cost of error. Also, there will never be a place for participatory administration when there is no room for participatory administration.

Kotnour, T. G. (2010). Voting authority style requires a resilient person, and is not recommended to pioneers or managers who feel undermined by the adaptability and accountability that it requires. However, for individuals who are willing to use it properly, this style of administration will build a powerful workplace filled with spurred members who are ready to take advantage of it.

Kotter, P. K. (2013). Majority rule administration works better in situations where a bunch of individuals are talented and willing to share their insights. It is also imperative to have a lot of time to encourage individuals to make a contribution, to set up an arrangement and then vote on the best approach as a rational pioneer allows members to have freedom and to make a contribution past their own.

In this decentralized type of dynamics, the pioneer remembers his allies for the complex pattern of masterminding and execution. The pioneer is emphasized by holding pack ampleness and encourages people to express their considerations for the accomplishment of the mission. While a greater part of rule organization sounds unbelievable at the basic level, it is still constantly obstructed in its own moderate cycle and utilitari (Michael, 2010 and Ojokuku R.et.al).

The voting power style is further hinted at as a participatory activity style. The focus of this activity style is on execution and citizens (Puni et al., 2014). It encourages employees to engage in the

complex pattern of association (Nwokocha and Iheriohanma, 2015). Idiotic (1999) portrays the voting-based pioneer as one who acts as an agent for subordinates or workers, en

As Puni et al (2014) have shown, the dynamics in a ubiquity-based system are not centralized and the world class is seen and paid. Nwokocha and Iheriohanma (2015) of course indicate that there is a capacity for powerless decisions to be taken by subordinates in the light of the pioneers who rely on the roles of the staff or subordinates (Nwokocha and Iheriohanma, 2015).

Fame-based advances are authentically related to the political outlook for the advancement of the existing voting system and government (Minier, 2001). Fame-based advances pursue an interest-based voting framework under undemocratic conditions and undemocratic governance. Undemocratic conditions allow political, monetary and social notoriety-based changes that are needed.

A. In order to make an organization based on prominence successful, the following efforts should be made:

- Keep correspondence open: if the business focal point of the muses is just starting, everyone wants to feel good enough to place their contemplations on the table. Voting based management style thrives when all the ideas are spread out for everyone to examine.
- Concentrate the discussion: It's hard to keep unstructured discussion constructive. It's the core responsibility to shift being open to reflection and keeping everything on track. If the conversation starts to meander, the pion should help everybody remember the goal nearby and a while later to try to see the comments next to the point and try to re-appear.
- To be organized to submit: in the ubiquity-based style of operation, there are endless possibilities and suggestions that can be daunting and challenging to produce. But, as a pioneer, if an open door arises, he/she needs to pick up and do so with conviction. The gathering depends on the unquestionable and unmistakable instructions to be created.
- Respect the muses: the pioneer and his/her gathering will probably not agree with each concept. It is important that he create a strong environment where those concerns are locked in and considered-not maligned-or the movement of the muses goes back to the stream.
- Clarify, in any case, don't apologize: the pioneer wants the advertisers of the proposals that were not selected to realize that their insights were considered and had authenticity, but that he finally had powerful inspirations to take a stand. It's important that the decision should be passed, but he should not apologize for choosing his view.



## B. Benefits of Using the Democratic Leadership Style

Being a voting-based pioneer is related to making buy-in and promoting affirmation through cooperation. Instead of making decisions in isolation, you're gathering people to help make the best possible decision. In the book *Base Operation*, sorting out some way to Lead with Excited Knowledge, they give a relevant look at how a private Catholic school should be shut down. Owing to a low degree of reimbursement, the school had no choice but to close its passages. Instead of, essentially, providing a clarification as to what the end date will be, Sister Mary (who was in charge) orchestrated the school staff to clarify the circumstance and complexities of the money-related deficiencies. She listed the amount of their data and checked each and every user. By then, she had done the same thing with gatekeepers. This cycle has been going on for a very long time, and at the end there was an awareness, although horrible, that the school had expected to shut down. This cycle has made purchases by workers and watchmen since it has required them to be significant for the cycles. It has preserved certainty by encouraging people to think imaginatively about how to change the cash shortages. Rather than free it, it joined the association. In addition, they detail a rational examination with another Catholic school that was supposed to close down. The other Catholic school closed the doors quickly, not using the prevailing part of the law of operation. Cases and cerebral torments have been provided for an extremely important period by this technique. Using an activity-based style of popularity, a more prominent amount of times than not joins people in dealing with the average problem, opens up correspondence networks, and makes transactions with the intention that, when a decision is taken, everybody is in a similar role. Pioneers who use the voting power style as their critical style are certainly not hard to see. They have different social activities and different people to deal with. They need to accept your opinion and set up the foundation for the overall arrangement.

## C. Disadvantages of Vote Based Pioneers

Slow Unique Cycle – given the manner in which a colossal number of people are connected to the complex cycle, decisions are likely to set aside more comprehensive efforts to be made. This progression can hinder a working cycle or an agent of puzzles.

Not Compelling in a Crisis – Because these pioneers know how to get music from others, it would be difficult for them to make a decision that excludes the contribution of workers or individual

pioneers. They probably won't feel comfortable when they make an emergency decision that doesn't have the ability to experience a cycle.

Non-experience of Knowledge – While the world-famous visionary will be set up to select an extreme end, staff are more likely not to have the experience of making suffering decisions. The highlight is to hear whatever number of voices is appropriate, despite the fact that they are the best people to make the decisions. This can give rise to confused choices that do not fix the problem.

Managing Excusal – Because employees have welcomed the open door to provide their knowledge and considerations, there is a longing for their thinking to be followed

### **1.1.1 Soft management approach – its differentiation**

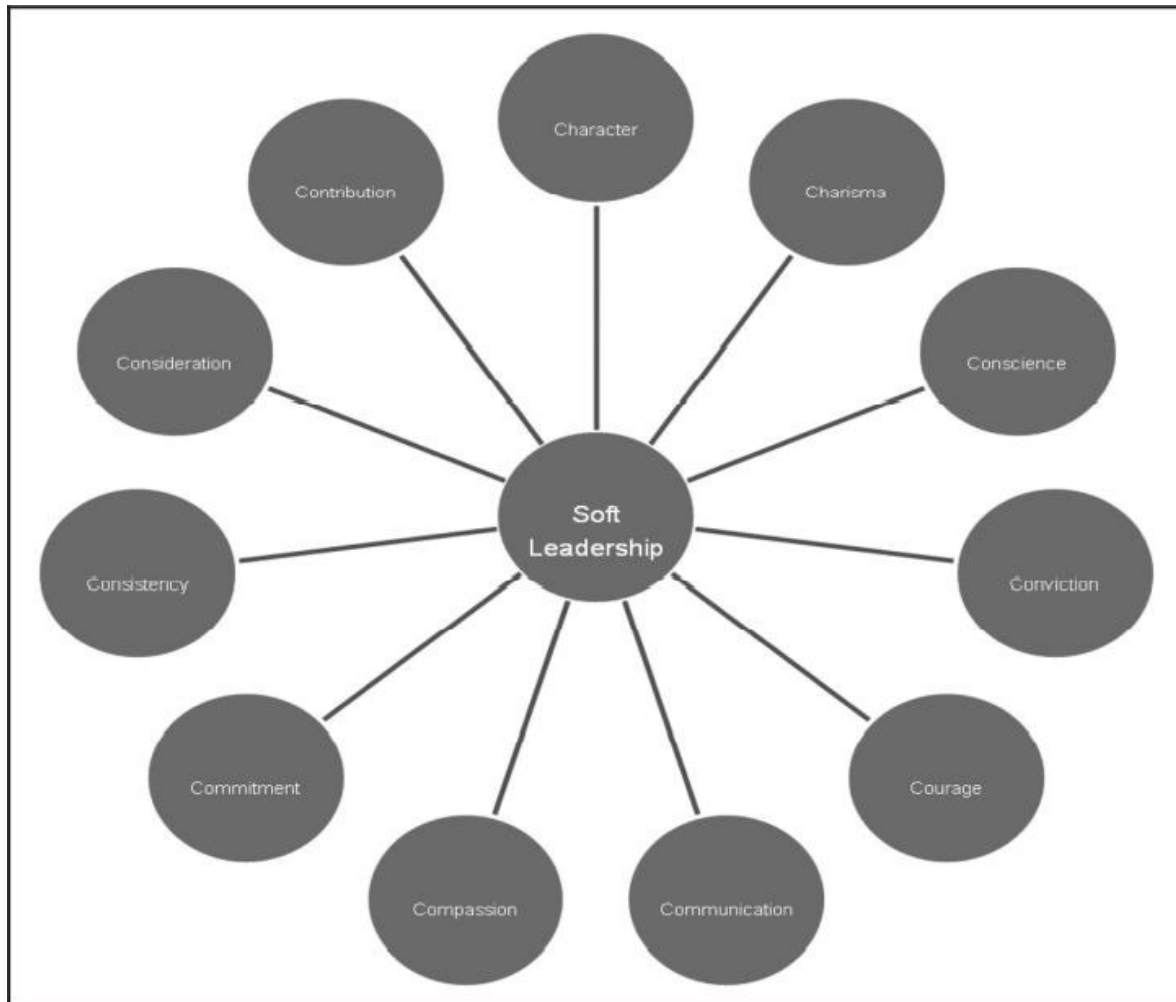
The soft management style is distinct from servant leadership, which claims that leaders should serve their followers. Attending, understanding, curing, mindfulness, inducement, conceptualization, anticipation, stewardship, assurance to the development of persons, and civic making, according to Larry C. Spears, former president and chief executive officer of the Robert K. Greenleaf Center for Servant Leadership. To make a difference in their partners' lives, however, soft leaders employ 11 Cs: character, charisma, conscience, conviction, courage, communication, compassion, commitment, consistency, and consideration. Here are examples for each letter C: Character is associated with Mahatma Gandhi, charisma with Mikhail Gorbachev, conscience with Martin Luther King Jr., convictions with Aung San Sui Kyi, courage with Alexander the Great, communication with Winston Churchill, compassion with Mother Teresa, commitment with Nelson Mandela, consistency with John Wesley, consideration with the Dalai Lama, and contribution with Booker T. (Rao, 2016); Washington. Soft leadership is later distinct from servant management. It is distinct from transformational management, which emphasizes four is: idealized influence, inspirational drive, intellectual stimulation, and individualized concern. Soft leadership, on the other hand, focuses on eleven characters and the means and ways of commanding that style a alteration in the inhabits of buddies. Soft management differs from transactional management in that soft management focuses greater highlighting on individuals to complete jobs, whereas transactional management places greater emphasis on the matter of assignments. Soft management focuses on "means," whereas transactional management focuses on "ends." Again, soft management contrasts from situational leadership, which emphasizes dissimilar hits for diverse people and unusual whacks for the similar people, with designs accepted based on the circumstances. However, gentle leadership is utilized regardless of the circumstance. Therefore,

soft management differs significantly from other management styles. Moreover that there are may be limitations in the present management approaches, which soft leadership effectively targets and overcomes.(Rao, 2016);

### **1.1.2: 11 C's and soft management approach**

Management is fundamentally dependent on three factors: communication with others, decision-making, and achievement. When you can successfully implement these three tasks, you will be a effective manager. To become a soft manager, you should, nevertheless, interconnect with an prominence on soft proficiencies, sort judgments by combining your mind, mood, and instinctive, and performance while maintenance field authenticities and aims in mind exclusive of foregoing task-orientation. There are eleven Cs that make up soft management. These characteristics are character, charisma, conscience, conviction, courage, communication, compassion, commitment, consistency, consideration, and value. It is quite difficult for individuals to cultivate these eleven traits. Those who exhibit more than six attributes, however, enter the realm of soft leadership. (Rao, 2016);

**Figure 1: The Eleven C's of soft Leadership**

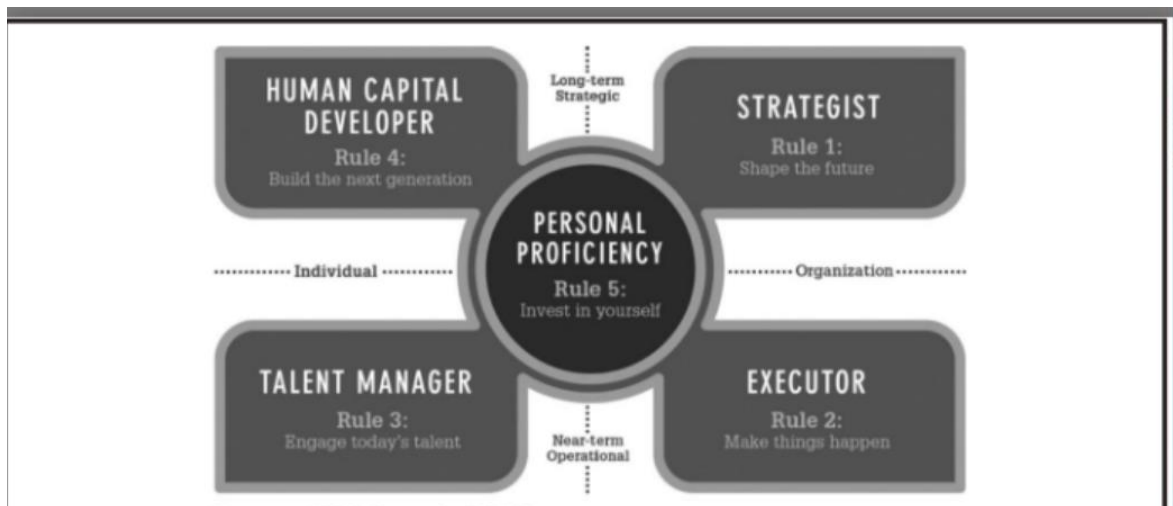


Dave Ulrich, the Partner of The RBL Group has interpreted 11 Cs by mapping onto leadership code as follows

### Strategists

Strategists respond to the question "where are we going?" and ensure that everyone around them are also aware of the direction. They can not only envision the future, but also create it. They determine where the organization must go to be successful, examine t those viewpoints realistically in contradiction of existing assets (capital, persons, managerial skills), and collaborate with others to determine how to reach the anticipated imminent. Strategists have an outlook on the future and may position their business to produce and answer to that upcoming.(Rao, 2016)

**Figure 2: Ulrich's Leadership Code**



### Executors

The Organizer measurement of the management program centers on the issue, "How will we ensure that we reach our destination?" Executors transform policy hooked on achievement, embrace modification, allocate culpability, recognize which crucial choices to make themselves and which to assign, and ensure that teams collaborate effectively. They uphold their commitments to different shareholders. (Rao, 2016)

The guidelines for organizers center on the castigations for accomplishment items through and the technical ability to get the proper things done correctly

### Talent managers

Today's managers who adjust endowment response the interrogation, "Who will accompany us on our corporate journey?" Aptitude executives are able to find, develop, and involve capacity for immediate outcomes. Managers of talent determine what talents are required, attract talent to their firms, engage them, engage in extensive communication, and guarantee that people exert their utmost effort. Managers of talent inspire tremendous individual, specialized, and administrative loyalty. The standards for aptitude directors emphasize on determinations that assist individuals improve for the organization's benefit.(Rao, 2016)

## Human capital developers

Human capital developer leaders respond to the question, "Who remains and sustains the organization for the following generation?" Anthropological wealth makers guarantee that the institute has the enduring competences necessary for forthcoming planned achievement, whilst talent managers are responsible for securing shorter-term results through people. Like the good fathers and mothers plan for their children's accomplishment human capital developers aid the success of future leaders. Individual investment creators throughout the organization create a staff strategy centered on the development of upcoming endowment and assist staffs in visualizing their upcoming jobs within the organization. Developers of anthropoid wealth certify that the organization will outlive any distinctive. Developers of hominoid investment implement regulations that indicate a commitment to fostering the following production of endowment. Personal proficiency, however, was discovered to be at the core of successful management. Operational managers cannot be condensed to their knowledge and actions alone. Who they are as individuals is entirely dependent on how much they can do with and through other individuals. Leaders are students of success, failure, tasks, books, classes, individuals, and existence itself. Vehement about their principles and pursuits, they devote a great deal of time and effort to whatever important to them. Actual managers motivate faithfulness and kindness in others by demonstrating their own integrity and trustworthiness. They are talented of brave and bold actions due to their determination and passion. They can accept ambiguity because they are self-assured in their capacity to handle events as they emerge.(Rao, 2016);

### **1.1.3 Soft management approach and its significance**

Soft talents are crucial to the success of soft leadership. In this ruthlessly competitive environment, your soft skills as an employee or a leader in the workplace make all the difference. As an employee, you learn to adapt your behavior to the circumstances, requirements, and emotions of others. so as manager, you ensure that the duties are completed deprived of causing somewhat problems or will be amongst your personnel. Therefore, soft management offers firms with numerous benefits for reaching brilliance and efficacy. It contributes to the transformation of people's personalities, attitudes, and behaviors. It proportionally equilibrums persons and assignment positioning without negotiating organizational ambitions and goals. It promotes sympathy, which is the capability to put oneself in the partners' shoes and examine difficulties

objectively to reach the desired results. (Rao, 2016): There is minimal potential for disagreement, reducing organizational politics. As workers are capable to maintain stability between their personal and professional lives, this management style reduces workplace turnover. Employees can successfully manage their time because there is less pressure due to a focus on people rather than tasks. With time, employees (especially from wealthy nations) become impoverished; soft leadership will enrich their life. It reduces stress and serves as a tool for staff retention. It increases employee loyalty and engagement. Change is the only constant in the universe. People frequently oppose change due to apprehensions. However, this technique promotes transition successfully and without friction. It effectively manages complexity and unpredictability. As it encourages a win-win tactic to encourage network and companionship, all parties are satisfied. Therefore, there are countless benefits to implementing this management smartness. Additionally, soft managers do not engage in micromanagement. They provide their partners a free hand to perform. They encourage and enable their partners' exploration and experimentation. They regard the shortcomings of their partners as acquiring opportunities. They support their associates and prioritize abiding objectives when executing duties.(Rao, 2016)

#### **1.1.4 Soft leadership creates a resourceful environment**

Coaching workforces on soft management allows them to comprehend and investigate this standpoint. It enables knowledge workers to perform more efficiently in an atmosphere of trust and openness. In reality, constructing confidence and fostering hopefulness at work increases employee engagement. They can enthusiastically volunteer to work as a team. When given with a imaginative atmosphere, employees can be effectively engaged. Soft management contributes to the formation of such a resourceful workplace. Consequently, soft management increases employee engagement, resulting in increased managerial efficiency and implementation. Required to achieve success and make a difference(Rao, 2016)

#### **1.1.5 Soft leaders are level 5 leaders**

Soft style is defined by collaboration and consensus. They consider all inputs prior to making decisions. They adhere to a democratic and participatory form of leadership. Hard managers, in contrast, are micro leaders who employ a "command and control" style of management. Soft managers view themselves as superintendents and improve their followers to become managers. Hard managers establish hierarchical and command-and-control cultures, whereas soft managers foster collaboration and a focus on people. Hard managers are egotistical and authoritarian. They may be charming heads that have no faith in their groups but have faith in themselves. They cannot

leave a leadership legacy because, out of fear of losing their position, they do not cultivate the second tier of management. Soft leaders, in contrast, are innovative and collaborative individuals who have a deep belief in their people. They construct productive teams and perform projects with the assistance of team followers. They develop managers to take on the encounters and carry on their management legacy. In the terminology of Jim Collins, they are level 5 leaders who do not want recognition. They are devoted to assisting others and making a difference in their lives. Given a choice between soft and hard leadership, soft leadership is the only option that matters. In the next years, soft management will prove to be more resilient than the hard management that is steadily slipping away.(Rao, 2016)

### **1.1.6 Soft management approach is the future management approach**

As outlined in his book Leaders Make the Future [1], Bob Johansen argues that the future will bring four major shifts: a more complex world, leaders facing both danger and opportunity, executives needing nontraditional skills to shape the future, and traditional approaches no longer being sufficient to meet the upcoming challenges. When it comes to dealing with global issues, a soft manager is absolutely necessary. Across the globe, companies are adopting the philosophy of putting their employees first, customers second, and shareholders last. This is why multinational businesses need CEOs that can navigate their organisations through a web of connections. Relative power is currently more powerful than positional power. Above all else, global businesses must be networked, flat, agile, and diverse. Therefore, soft leadership is applicable to any organization or nation, regardless of size or funding. In conclusion, the study of soft management enables leaders to attain organizational excellence and effectiveness by satisfying all constituents.(Rao, 2016)

### **1.2 Hard management style**

The hard management style is a type of leadership that is typically competitive, data-driven, and short-term oriented; they stress pressure over persuasion. They deploy corporate and arbitrary leadership styles to get staff where they want them to go. In this management style, employees are expected to adhere to the rules, goals, policies, and procedures that upper management has previously established. With addition, in a hard management style, communication between the manager and employees is poor because the manager dictates or instructs employees on what to do and what not to do, and because employees are not permitted to participate in decision-making



processes. The manner is hierarchical, and the top management, which must be accepted without question or complaint, always makes decisions.(Rao, 2016) A large amount of authority in management might cause employee internal repellents such as anger, unintentional obedience, low trust, work avoidance, or poor performance. This may also discourage subordinates from utilising their true knowledge and skills, resulting in or contributing to the organization's poor performance in all areas (Arnold, 2017). This leadership strategy is aimed at establishing a marginal degree of control over subordinates. In this leadership style, managers intervene in the work of their employees when things become difficult. They do not avoid taking responsibility and making decisions, as they believe that employee-only decision-making may not be effective in cases where employees lack sufficient education, ability, and expertise. On the other hand, it cannot contribute to employees' knowledge and skills because firms do not provide people with opportunities to develop and innovate. (Ogele Timinepere, 2012). Transactional leaders rely on conventional rewards and punishments to obtain followers' obedience (Burns, 1978). These leaders are typically action- and results-oriented. Transactional leaders are characterized by three characteristics: contingent reward, management by exception, and laissez-faire Contingent rewards relate to the practice of supervisors rewarding subordinates if they deem their performance and/or effort to be satisfactory. Therefore, if they do not consider that subordinates have exerted sufficient effort, no award is given. Management by exception is a conservative strategy in which resources are allocated in reaction to any event that deviates from predetermined criteria. This trait of transactional leadership aims to reduce the likelihood of exceptions by imposing defensive management procedures. Finally, the harsh management style trait in which a leader is always involved in every situation (Rao, 2016). Under this leadership style, it is difficult for team members to improve their job happiness.

### **1.3 Hard versus soft management approaches**

I attempt to be tough on the matter and kind on the individual (Dr. Henry Cloud). There are numerous distinctions among soft and tough management. Soft governance emphasizes influence, while hard management emphasizes burden; soft top management emphasizes revolution, while hard management emphasizes job; soft patterns that lead soft authority, while hard management emphasizes hard authority; and soft management emphasizes soft maneuvers, while hard management emphasizes hard procedures. The management styles of soft managers are transformative, democratic, servant-oriented, and genuine, while the management styles of hard

managers are transactional and dictatorial. Soft leaders are others-focused, whereas harsh leaders are frequently self-focused. The focus of soft managers is on what is true, whereas the focus of hard leaders is on who is right. Soft management is predicated on how much you care about others, whereas hard management is predicated on how much you create. (Rao, 2016).

Hard leaders work within the philosophy of the organization, whereas soft managers alter the culture. Soft managers think beyond the box, and hard managers think within it. Soft managers are inspired, cooperative, spontaneous, and lasting oriented, whereas hard managers are competitive, data-driven, and short-term oriented. Hard leaders take people where they want to go, but soft managers take them where they ought to be but may not necessarily want to go. Soft managers do not compel followers to join them; rather, they welcome followers on a journey. The focus of soft leaders is on strategy, whereas that of hard managers is on processes. In his 1987 book *Be All You Can Be*, John C. Maxwell states, "We can either work with people or wage war against them." We can be ploughs or bulldozers: The plough rotates the globe, inspiring it up, nurturing it, and preparing it for planting; the bulldozer brawls the planet, removing obstructions. Although both ploughs and bulldozers are valuable tools, one destroys while the other cultivates. In people, the leader with the plough mentality sees resources waiting to be unearthed and grown, while the leader with the bulldozer mentality sees impediments to be removed. Be a grower"! Therefore, gentle managers are analogous to ploughs, whereas harsh leaders are analogous to bulldozers. Hard management is suitable when problems are simple and clear, but soft management is suitable when complications are complex and need a huge compact of endurance and persistence to report. The basic values of soft leadership are "authenticity" and "empathy." It emphasizes the care, gratitude, encouragement, cooperation, and authorization aspects. Soft managers provide a advanced communal mission, determination, and dream. (Rao, 2016)

They motivate their staff to work tougher, cleverer, and knowledgeable by highlighting organizational visualization and philosophy. It enables them to emotionally associate with other colleagues in order to provide their finest work. In contrary to, hard managers are solely transactional in nature, focusing on specified goals and agreed-upon rewards. Soft managers are said to be adaptable, providing people with guidance whereas letting them to exercise creativity and creativity. Contrary to , hard managers are perceived to be more goal-oriented, less concerned with the specific needs of their subordinates, or absent from the decision-making process.

Specifically, hard leaders promote competition, while soft leaders promote teamwork. Due to their focus on people, soft leaders will be able to increase employee happiness and improve organizational efficiency and performance. In addition, they lead by example, practice what they preach, and equip others with the necessary resources.(Rao, 2016).

The dictatorial style of the initiative was first conceived by James MacGregor Burns in 1978. Burns (1979) described the despotic administration as one in which "at least one person draws in with others in such a way that the pioneers and supporters raise each other to a higher level of inspiration and profound quality." Burns focuses on the fact that the evolving pioneer recognizes the future expectations of followers, fulfills their higher requirements and draws in the follower.

As demonstrated by Bass and Bass (2008) the imperative style of initiative is best employed in situations where discipline is fundamental, often where there is little margin for error. At a time when things are risky, unbending values will keep individuals out of risk. as a person who can articulate a vision for the future and give insights to adherents considering the individual.

Armstrong and Stephens (2005) represented Absolutist pioneers as pioneers that are more sparks that help individuals to achieve more significant expectations, as portrayed by imperial administration as a style in which the pioneer uses theoretical instincts to monitor exchanges with adherents or employees rather than unmistakable motivating powers. Such immaterial motivators incorporate vision, s.

Although Foolish (1999) recognized four specific territories for the acknowledgement of absolutist authority from a dictatorial pioneering style—"imperialist administration shapes champions to pioneers, despotic initiative raises devotees' anxieties from less actual (well-being and security) to more mental (beliefs and hopes) (confidence and self-actualization), authoritarian.

Absolutist pioneers cultivate a sense of belonging and pride of association that ensures each person is of paramount importance (Welty Peachey et al., 2014). This feeling of belonging will make a worker concentrate on an association. Absolutist initiative influences the degree of duty of the worker to an organization It must be mentioned that the imperative authority has an effect on the representative responsibility. As suggested by Applebaum et al. (2003), members focusing on their work would be bound to remain in the association. It argues that the authoritarian form of initiative should lead to representative accountability, thereby promoting maintenance.

This is looking to alter the visionary. The subordinate work hard to grasp the whole vision of the real world. By looking at other absolutist societies, I found a few things. The first was positive effect, the second was the acclaim to the thought, and the third was the thought itself. Bass and Avolio (2003). Yukl (2007) argues that the use of a totalitarian style of administration will enhance execution in the light of the need for an absolutist style of initiative to build knowledge and representative latent power. Pioneer of absolutist authority offers his subordinates the ability and certainty to fulfill their responsibilities on the basis of his attitude towards achieving hierarchical objectives.

Steward (1999) argues that an imperious pioneer urges subordinates to have vision, purpose and organization goals, urges and encourages them to do their best, encourages subordinates to behave fundamentally and to resolve issues recently and treat members exclusively. Suharto (2005) proposes that the more incessant dictatorial administration activities that have been put into place would have a major beneficial effect on improving the disposition of subordinates.

Imperious, which focuses on the client, will be able to organize vision and mission of organization, provide inspirational support and make better approaches to work properly. It proposes that the laws and structures of association be given considerably more importance than those used for function. This kind of authority may not be important today in the field of work where individuals have become a hidden weapon for the continuation of an association as opposed to a policy, especially in the financial associations of Nwokocha and Iheriohanma (2015).

In view of the fact that Nwokocha and Iheriohanma (2015) distinguish that the powerlessness of colleagues and adherents to boost their level of professional achievement could contribute to turnover in the organization, they draw attention to the fact that a dictatorial pioneering style can help clarify the roles and responsibilities of employees and to the fact that members who are frequently convinced by remuneration can help. This indicates that the Absolutist Chief Style may have a positive or negative effect on the association. Representatives who are inspired by the outer prizes will run after better execution, which could have a positive effect on the association and the worker.

#### A. Characteristics of Autocratic Leadership

Some of the major features of autocratic leadership include:

- ✓ Little to no input from members of the community
- ✓ Leaders make nearly all decisions

- ✓ Group leaders dictate all working practices and processes;
- ✓ Community members seldom have faith in decisions or critical tasks;
- ✓ Work appears to be very organized and very rigid.
- ✓ Innovation and out-of-box thinking appear to be discouraged
- ✓ Rules of procedure are relevant and tend to be clearly defined and communicated

#### B. Benefits

- Can make decisions quickly, particularly in situations of stress
- Strong chain of command, supervision
- Nice where strong leadership of the Directive is required

#### C. Drawbacks

- Input party discouraging
- Can impair morality and contribute to anger.
- Can impair or neglect the innovative solutions and skills of subordinates.

#### D. Benefits of Autocratic Leadership

The imperial style is going to sound very negative in general. It can be totally manipulated or used in any inappropriate meetings or circumstances. Be that as it may, it may be helpful in such situations, for example, where decisions can be made instantly without talking to an immense gathering of individuals. A few undertakings need a strong initiative to get things accomplished quickly and efficiently.

At a time when the pioneer is the most educated person in the gathering, the authoritarian style can lead to fast and powerful choices.

The type of totalitarian initiative can be useful in the following examples:

It appears to be powerful in small groups where there is insufficient authority. Has it ever happened to you, to have an inability to set time off due to problems with your team or because the deadline has been missed? If this is the case, then the likelihood is, therefore, that your work has lasted. In such circumstances, a solid leader takes responsibility for the meeting, allocates different individuals to different tasks, and limits the time to complete tasks.

In general, these kinds of gathering projects would perform best if one person is either named as a part of a pioneer or is effectively working on his own. By setting specific jobs, assigning tasks and setting cut-off times, the meeting should finish the task on time and in an equitable way.

It can also be used well in a lot of weight categories... In situations that are exceptionally unsettling, for example, during military conflicts, a bunch of individuals might be inclined towards an absolutist style. This helps individuals from the array to zero for the success of explicit undertakings without agonizing about the settlement of nuanced choices. This also helps a bunch of individuals to turn out to be deeply blessed with the fulfillment of particular responsibilities, which are at last useful to the accomplishment of the whole gathering.

Assembling and designing work may also benefit from a dictatorial style. In these circumstances, it is important that each person has a specific task, a cut-off time and rules to obey. Despotic pioneers will usually do well in these environments as they ensure that projects are carried out on time and that staff abide by safety laws to avoid mishaps and injuries.

#### E. Downsides of Autocratic Leadership

While the imperative initiative can be beneficial on occasion, there are also numerous occurrences where this type of authority can be harmful. Individuals who abuse an imperial style of initiative are frequently seen as bossy, controlling, and authoritarian. This may, once in a while, contribute to hate among a bunch of people.

Gathering individuals may have a propensity to have little knowledge or to state how things are done or done, and this may be particularly dangerous when gifted and qualified individuals in a group are left with a tendency to subvert their insights and commitments.

Any of the usual problems with the colonial administration:

In general, this style would weaken the input of the bunch. Because totalitarian pioneers make choices without talking to the gathering, individuals in the gathering can resent the fact that they cannot contribute their thoughts. Analysts have also discovered that a totalitarian effort also results in the lack of creative solutions to problems that might potentially harm the gathering of performers.

Imperious explorers would usually ignore the knowledge and skill that a bunch of people might add to the situation. Neglecting to speak to other colleagues in such situations is counterproductive to the overall achievement of the meeting.

Dictatorial initiative can at times even undermine the resolve of the gathering. Individuals can usually feel more joyful and perform better when they are inclined to dedicate themselves to the fate of the gathering. Since despotic pioneers typically do not encourage co-workers to make a contribution, devotees begin to feel frustrated and smothered.

In what ability could Imperious Pioneers have Flourish?

Totalitarian style can be helpful in some settings, but it also has its entanglements and is not appropriate for each setting and for each meeting. In the event that this is typically your dominant style of initiative, there are things you can remember at whatever point you are in the position of administration (Philosophy, L. 2019).

- Listen to your colleagues. You probably won't shift your perspective or make a recommendation, but subordinates need to feel like they can express their desires. Despotism may often cause peers to feel ignored or even discarded, but tuning in to individuals with a receptive disposition can make them feel like they are making a major contribution to the core purpose of the gathering.
- Develop specific standards for this. In order to expect colleagues to abide by your standards, you must first ensure that these guidelines are clearly defined and that every member in your community is fully aware of them.
- Provide the gathering with the requisite information and apparatus. If your subordinates grasp the requirements, you should be confident that they really have the guidance and the capacity to execute the tasks you put before them. In the event that they need additional assistance, provide oversight and plan to fill this knowledge vacuum.
- Be trustworthy. Conflicting pioneers will easily lose the admiration of their communities. Finish and incorporate the values you have put in place.
- Recognize the accomplishment. Your community can easily lose inspiration from the off chance that they may be reprimanded when they make mistakes that have never been remunerated for their victories.

A Message of Really Fine

Although there are possibly entanglements in imperial administration, pioneers will work out how to use the components of this style astutely. For example, an absolutist style may be used where the pioneer is the most knowledgeable person to obtain or to approach data that different individuals do not collect. Rather than burning through valuable time talking to less informed colleagues, the chief executive will easily opt for options that are most advantageous to the meeting.

Absolutist initiative is also best used in explicit situations. Offsetting this approach with different methodologies, like voting based or trans-formational style, can also lead to better selection of executions.

### **2.3.1 Hard versus soft managers/leaders with examples**

Empathy, persuasion, bargaining, acknowledgment, appreciation, and aggressiveness are all characteristics shared by soft academics. Hard leaders that believe in fear, threats, and negative motivation use a “carrot and stick” approach to leadership. Hard leaders believe in incentives and penalties, but soft leaders rely on higher values, morals, and ethical standards to inspire and motivate their teams. Mahatma Gandhi and Martin Luther King Jr are instances of gentle leadership, whereas Harry Truman and Charles de Gaulle are examples of muscular administration. In contrast to the harsh management of Jack Welch and Steve Jobs, General Electric's Jeff Immelt and Apple Computers' Timothy Cook are instances of soft management..(Rao, 2016).



## CHAPTER TWO

### 2 EMPLOYEE ENGAGEMENTS

An Engaged employee is one who is excitedly devoted to the company an enthusiastic about his or her work in the companion also concerned about the company's success in general. When employees are really engaged there is high level of optimism and intense sensations that actually motivates them and makes them to perform well and this leads organizations overall success, its something beyond the work related characteristics, (Macey & Schneider, 2008); Employee engagement is a fascinating state between employees that includes these characteristics. (1) Has a aim for the organization, (2) implies involvement, dedication, affection, devotion, concentrated on exercise and energy, and (3) encompasses both the perspective and behavioral contents.

I agree with (Macey & Schneider, 2008) they way they defined the employee engagement, which they they indicate to an employee's positive beliefs toward the company and its ideals. An engaged employee comprehends the company's culture and deal with coworkers to maximize performance. Psychologists in the workplace see that when individuals are engaged, their physical, intellectual, and emotional identities are expressed through role performance. Disengagement refers to the dissociation of self from professional duties; during disengagement, individuals disengage and protect themselves bodily, mentally, and intensively during job fulfillment (Kahn, 1990)the three extractions of task performance include an appraisal of institutional ideals mechanisms by exploring profit similarity, anticipated institutional help whenever mutual alliances in the company are launched on certainty and backing, and basic personal-assessment, that define the level of personal-affirmation persons sit on past the practices about the impact in the company. Following (Kahn, 1990) reviewed explanation of immediate commitment and disentanglement, investigators have emphasized the related consistency of the engagement; employees either have it or do not. Thus, research has attempted to identify and quantify the extractions of employee entanglement (Macleod & Clarke, 2009)The Utrecht job performance Scale developed by Schaufeli and Bakker is the most widely applied of them (2004). These investigators emphasize that commitment is comprised of three components: vigor – or work-based ability and mental health; devotion – or being extremely linked in job, putting in mind that task has an importance, and taking satisfaction

in their respective jobs; as well as fusion in the work – or the degree to that subordinates are completely targeted on their jobs. According to Truss, (Macleod & Clarke, 2009) this conception of subordinate commitment focuses on "the static link among the coworkers and their respective jobs," noting "the latest stats is telling that commitment spill commonly to the perception, senses, and behaviors that people come across and infect regarding their special job"

Current researches have desired to examine the impact of several shifting's on participation. Such as(Xanthopoulou et al., 2009) established that 'solid experimental data on complementary puts forward that task and individual assets are reciprocally connected to work commitment and one another ' According (Bakker et al., 2011), even though we are aware a little about the reasons of task devotion, a great deal extra investigation is needed too to analyze the "environmental commitment." Thus deficiency is visible in the experimental emphasis of the Utrecht team. Instead of investigating occupational groups within particular organizational contexts, those investigations mostly targets on employment groups such as CEOs, bosses, and high ranked experts. Concentrating on employment variables as the entity of study contributes to minimize the importance of the company as a derivation of employee commitment and the way various companies intend to employ their subordinate's. Consequently, several psychological researches isolate subordinate participation from its institutional context. The professional mindset emphasizes the relevance of leadership's involvement in creating employee commitment.

For instance, the article by (Macleod & Clarke, 2009)targets on management and the subsequent advancement of a solid intuitional beliefs, leadership styles that profit the improvement of employees, subordinates voice systems, and institutional principle in order to foster trust between employees and their organization. This strategy focuses on the way leaders might create an institutional atmosphere established seeming cooperation in order to motivate subordinates. Nonetheless, within this leadership-targeted program, the cynicism of employee involvement in terms of stress and burnout has received little attention. According to (Schaufeli & Bakker, 2004), the current emphasis of the engagement articles is on "precise emplyment," or the characteristics that are mostly directly advantageous to the organization and its performance (Macey & Schneider, 2008.). In manage realist techniques; matters of capability and authoroty, limits, and review are barely examined. Aditionally,(Kahn, 1990) criticize the carelessness of the difficulties essential in leadership and employee "allocation" of authority in the company so that employees have a say.

Academic and practitioner perspectives place varied emphasis on engagement's antecedents, as demonstrated by our literature review. (Bakker et al., 2011), to name a few, have provided useful intuitions into the idea of coworker's commitment and studied occasional linkages among engagement extractions and outputs (2010). Practitioner literature tends to emphasize managers' abilities to offer engaged employees without much attention for the possibility of opposing employee interests and identifications or job traits that could be advantageous to employee engagement. In their opinion, workplace structures that promote greater employee autonomy and participation are overlooked. Our analysis of the extractions of commitment in the two articles integrates psychological and practitioner perspectives to provide a more contextualized assessment of engagement's determinants. These comprise of the six organizational attributes listed below: (i) organizational values; (ii) work characteristics; (iii) organizational support; (iv) social relationships; (v) employee voice; and (vi) organizational integrity, the means by which organizational principles are implemented. In order to solve context-related difficulties, our research implies there is room for additional academic research on leaderships capability to foster a helpful organizational climate and the influence of a variety of contextual factors on this.. Similar to early arguments over "hard" and "soft" HRM, the two scenarios illustrate differing management strategies and employee involvement implementations.(Storey J, 1989)

Hard HRM highlighted the 'asset' components of HRM and haunted cutthroat over boosted subordinates work. Soft HRM, on the other hand, emphasized the 'human' aspect of leading subordinates and leadership strategies that fostered employee happiness. This resulted in the construction of a management strategy that promoted good qualitative features, such as participation strategies, participatory administration, and the development of solid company value. When the primary purpose of commitment is to boast coworker's efficiency, This can result in a fragmented and instrumental approach to addressing the numerous components required to build engaged individuals in a sustainable manners. In contrast, organizations that consider employee engagement as a 'soft' purpose typically perceive work engagement as an end in and of itself and don't really put a priority on effectiveness. In conclusion, we describe 'hard' methods to organizational commitment as those that are instrumentally and tightly interested in personal staff job performance and organizational performance objectives, and we define 'soft' approaches to organizational commitment as others who place focus on self employee productivity and organizational performance objectives. Consequently, there are a lot of parallels between my

findings on the various uses of employee engagement activities and early criticisms of HRM. Specifically, they reflect the concerns of (Fischer et al., 1995) regarding the HRM integration levels inside organizations. Human resources management is compromised by this because of the external "match," the extent to which HRM is incorporated into internal management systems, whether the strategy aligns with the attitudes and actions of front-line administrators and whether employees identify with the organisations they work for.. According to (McGovern & Stiles, 1997), "many of the HRM package's principles are founded on a lengthy and developmental viewpoint and necessitate this for their successful functioning."

In moreover, I believe the engagement literature might benefit in two ways from the HRM and heavy workloads practices critical literature (HPWS.). As in the commitment literature, conventional HRM and HPWS refer to these strategies as "win-win" without understanding the effect on staff (Delbridge & Keenoy, 2010) Particularly, scholars have emphasized the "dark side" of human resource management (School et al., 1997) by emphasizing the detrimental influence on employees anytime administration aims to improve employees' spontaneous efforts to increase productivity. Recently, George (2011) questioned the management approach to employee engagement for ignoring the "bad side" of employee pleasure. Second, nothing was known about the impact of the internal and external organizational contexts on the management's delivery of HPWS (Delbridge & Keenoy, 2010) As (Godard, 2004) demonstrate, political economy-related disconnections prohibit managers from giving continual competitive advantages.

My research is motivated by institutional and conceptual HRM/HPWS literature in order to investigate the linked links, conflicts, and contradictions that impact managers' ability to offer coworker commitment. Current research on the enactment and enactment of administration approaches has thrown light on the difficulties associated with universal methods and straightforward application of "best practises" (Xanthopoulou et al., 2009) AIM (Jenkins & Delbridge, 2013) This has prompted a need for additional HRM-related analytical (Boxall, Purcell, and Wright, 2007), critical (Islam, 2009), and contextual study. (Keegan & Boselie, 2006) Comparing two organizations with differing management approaches to employee engagement expands this study. Our study contribution is a critical review of employee engagement that focuses on the contextual aspects that influence management authority over workers. The concept of "disconnected capitalism" proposed by Thompson provides essential insight into how local

management is constrained by their working environments.

## **2.1 CONTEXTUALIZED ASSESTMENT OF THE DRIVES OF ENGAGEMENT**

### **2.1.1 ORGANIZATIONAL VALUES**

Many believe that organizational values are a "soft" concept within the field of human resource management, although this is not the case. According to (Macey & Schneider, 2008.), this concept is far more profound than it looks at first glance. According to (School et al., 1997) just as each human group has its own value system, so does each organization.. In this framework, (Knights & Mccabe, 1998) established a link amongst individual and organizational principles by claiming that organizational values evolved from personal desires that affected corporate culture. Given that company norms are a fundamental part of organizational culture, it follows that core goals are generated from individual values. Similarly, (Knights & Mccabe, 1998)) consider the establishment of organizational objectives as a process of adhering to the company's ideology, which is ingrained in its organizational culture. (Kular & Kingston Business School (London, 2008) that organizational values originate from organizational culture, but contends that organizational values emerge through internal patterns of behavior, communication styles, and decision-making styles. According to (Kular & Kingston Business School (London, 2008), management supports organizational values, which have proven to be a solid foundation for an organization's success. According to the same author, organizational principles are meant to inspire personnel with creative energy that moves the corporation toward its goals. (Kular & Kingston Business School (London, 2008) has also investigated organizational values, which he describes as "what individuals inside the organization feel is advantageous for the organization, what must occur within the organization, and what may be necessary in the future within the company." Due to the aforementioned, the same author says that institutional culture embody the organization's mission and strategic objectives.

### **2.1.2 JOB FEATURES**

The design of a job cannot be restricted to efficiency-enhancing features (Kular & Kingston Business School (London, 2008) Consequently, a corporation should be able to build a work environment that facilitates the fulfillment of individual requirements through job characteristics. Job feature is the process of outlining each job's necessary work procedures and tasks (Kular &

Kingston Business School (London, 2008). In order to motivate people to work, organizations seek jobs that are in demand and provide employee pleasure. Incorporating job qualities into the process is one method for producing work (Kular & Kingston Business School (London, 2008) According to Hackman and Oldham (1974), job characteristics are a set of elements that connect the nature of the work core to the conditions that are generally regarded as the most important drivers of employee behavior. There are five qualities of employment: autonomy, feedback, skill diversity, work identity, and task significance (Kular & Kingston Business School (London, 2008)

### **2.1.3 ORGANIZATIONAL SUPORT**

According to (Kular & Kingston Business School (London, 2008) in this context, management supports organizational principles, which have proven to be a stable foundation for a company's success. Human capital is the most important asset of a job comprehensive business. One of the variables that could make human resources a source of competition for businesses is labor connection. There must be two-way communication between the organization and its employees if employee engagement is to increase. Thus research purposes to investigate the relationship between observation of institutional help and employee work engagement. Multiple variables contribute to the growth of subordinate commitment in an organization. Robinson, Perryman, and (Macleod & Clarke, 2009) cite the following as significant considerations influencing the employees ' motivation: a. performance appraisal, which is defined by management teams who value regarding their staff members, are instructive, offer fairness and equality, inspire employees to identify their greatest result, and give heed to the career development of its employees; b. two-way information exchange and open within the organisation; c. the greater collaboration between supervisors and workers; and d. a positive culture.

### **2.1.4 SOCIAL RELATIONS**

Each of these features highlights the ties that bind employees to one another, to management, and to the clients they serve. Employees not only feel valued for their salaries, but also for the work they do for the company. Attrition, profitability, sales, and customer loyalty all improved for companies with the greatest levels of employee engagement in a 2004 poll by the Gallop Organization (Macleod & Clarke, 2009) The level of employee commitment is determined by a variety of elements, including the company's culture, communication within the organisation, and

the company's leadership.

### **2.1.5 EMPLOYEE VOICE**

When employees believe that their company values them and their accomplishments, they are more likely to exhibit good attitudes and behaviours in the workplace (Saks, 2006) When an organization's procedures communicate to its workers that they are respected and trusted, it instils a sense of obligation in them, leading them to engage in routine behaviour (Saks, 2006). We may expect higher levels of engagement from employees if they believe that they can freely share their thoughts, ideas, and concerns at work. In the context of work groups, which are characterised by a high degree of interdependence, the capacity to communicate opinions regarding the group's functioning is likely to have a major impact on individual involvement levels.

### **2.1.6 ORGANIZATIONAL INTEGRITY**

Organizational authenticity is the moral honesty of actors, the ethical quality of their interactions, and the ethical quality of the company's dominant norms, practices, life choice procedures, and results.. The presupposition underlying broad ethical issues is that it pertains to human actors who do or fail to do anything. It relates to their goals and the outcomes of their interconnected actions.. Consequently, the individual may be regarded as the primary criterion for evaluating organizational integrity. Nonetheless, the increasing formalization and institutionalization of the ethical dimension of management is premised on a critical observation: organizational integrity trumps managerial integrity and the existence of morally upright individuals. The presence of "good" managers is necessary for organizational integrity, but it does not prevent organizations from reaching unethical outcomes. It is possible to remove problem workers from an organization, but this does not rule out the possibility of abnormal organizational behavior. Good apples can occasionally acquire an unpleasant flavor, which is sometimes produced by the barrel itself.(Saks, 2006)

## **CHAPTER THREE**

### **3 CONTEXTUAL TENETS AND PHILOSOPHY OF THE STUDY**

#### **3.1. Aim of the Study**

The main propose of this study is

To explore the relationship between the managers style of leadership and employee engagement

To examine different managerial approaches in order to find their effects on employee's engagement

To figure out the best managerial approach that mostly engages the employees

#### **3.2 Research Question**

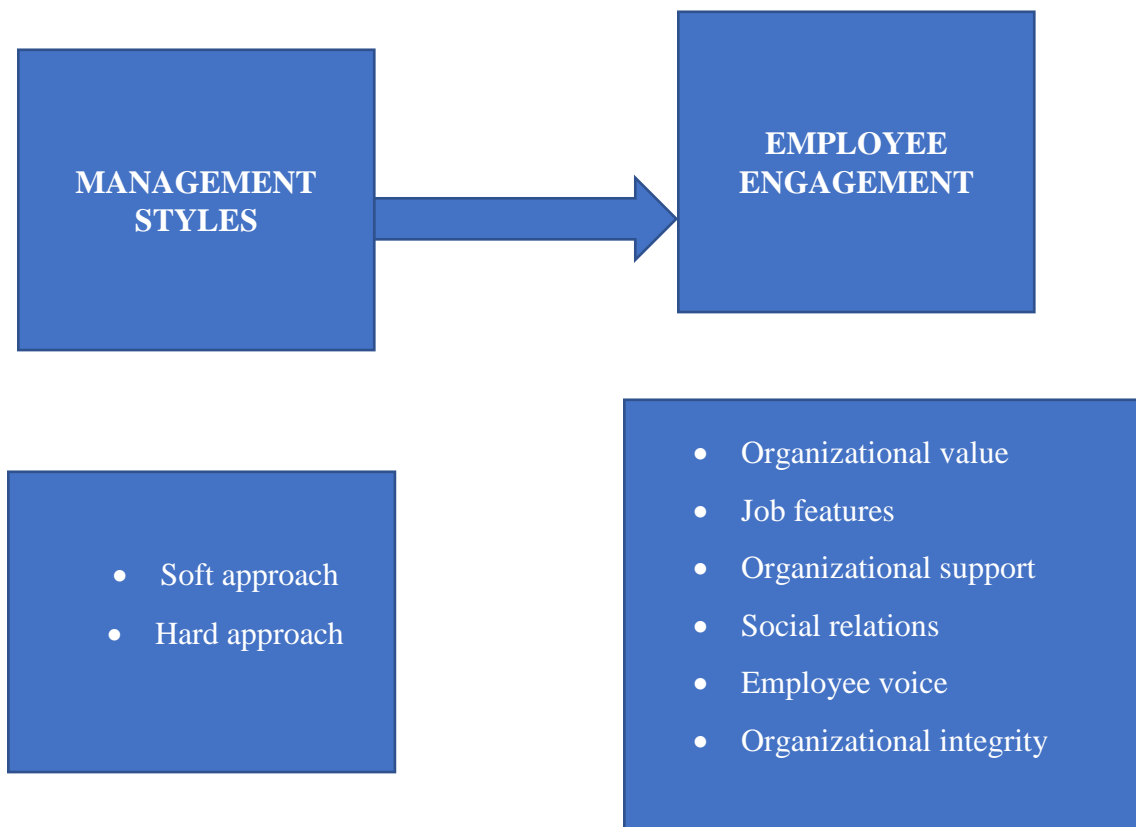
This paper explores the relationship between management styles and employee engagement in the workplaces.

#### **3.3 Research variables**

My research variables are management style, which is my independent variable, and employee engagement, which is my dependent variable, I will explore the relationship between those two variables, obviously there is strong relation between the two variable as the previously conducted research data's are indicating



**Figure 3: Conceptual Framework**



### **3.4 Methodology**

The research utilized qualitative methodologies. Almost none of the present research focuses on quantitatively confirming the findings. The report delivers insights from two example employee engagement case studies. These firms were chosen not as part and parcel of a planned proportional study design, but as they illustrate distinct styles to employee engagement. I enlighten them in terms of the various circumstances in which these firms worked, which in turn altered the capacity of management to foster an internal environment favorable to employee engagement. Due to the absence of a deliberate proportional paradigm scheme, the precise description of my study in the both instances was distinct. The first case was VoiceTel (a pseudonym), a family-owned, multi-client contact midpoint situated in Wales that provides customized, excellent subcontracted message and response facilities to a variety of organizations throughout the United Kingdom.

The survey was done in 2007 under favorable economic conditions. Despite the fact that worker employment was not the primary purpose of this research, the company was able to develop an

atmosphere that led to a high level of engaged employees. Although integrated phone and workstation technologies and the entry and repossession of intelligence to administer facility interfaces are characteristic of a contact centre (Taylor and Peter Bain, 1999) VoiceTel's excellence and enhanced amenities require staff to use judgment when engaging with clients. EnergyServ (a pseudonym) is a multinational firm headquartered in the United States that offers a sort of service industries to the worldwide dynamism marketplace. Their U.S. HQs are located in the United States, but their UK headquarters are located in Scotland, where they are one of the important facility contributors to the dynamism industry. In this report, I was incompetent to demeanor as much research as I did at VoiceTel. The higher executive in the United Kingdom originally sought our assistance in assessing the findings of their employee engagement survey. However, due to the context's dynamism, he transferred to the company headquarters and additional research was not feasible.

### **3.5. Method of Data Collection**

This research relied heavily on secondary data that had been evaluated for a variety of purposes by the initial compilers. According to (Willmott, 1993); certain types of research projects, particularly those requiring a worldwide or international comparison, utilize secondary data as the primary source in order to answer research questions and achieve study objectives. For the tenacity of this exploration, secondary data from many sources were utilized. This is based solely on secondary interview data acquired through an assortment of ad hoc questionnaires. The primary technique of data collection was semi-structured interviews; according to (Rich et al., 2010) researchers should employ instruments with high accuracy, explanatory power, low cost, and quick speed. In this study, interviews were the major method of data collection. An interview schedule leads a researcher in collecting the data necessary to achieve certain study objectives and standardize the interview environment so that interviewers may ask the same questions in the same manner.

### **3.6 Sample and Sampling Procedures**

The research concentrated on detailed facts rather than drawing conclusions. Because this was a qualitative research, purposive sampling was employed to choose participants. Purposive sampling is the process by which a researcher selects instances that have the necessary information in accordance with the study's goals (Taylor et al., 2002) Participants were chosen for this research

based on the job they had or now hold, their expertise, professional experience, and recommendations from people in the industry. The initial case interviews included 66 participants (75 percent of the workforce): 3 senior managers, 48 receptionists, and 15 support employees. Two senior managers were male and one was female, whereas the whole support staff was female with the exception of two male IT managers. The typical receptionist interview lasted 49 minutes and was digitally taped and transliterated. Additionally, phases of non-participant inspection delivered significant information hooked on the description of the work place and workstation philosophy, while extensive reflection of the employment valuation time provided significant insight hooked on the staffing and assortment procedure. In the another scenario, this analysis's data originated from dual interior staff assessments done in 2008 and 2010, as well as detailed interviews with vital informers in 2011. Each of the seventeen semi-structured, comprehensive interviews with key informants about employee engagement lasted at least one hour. Many hours were spent in constant conversation with the senior manager. Each and every official interview was recorded and transcribed.

### **3.7 Data analysis and presentations**

Multiple versions of the qualitative analysis of the interviews were conducted. During the initial phase, a subset of consultations was manually inferred in order to find overarching premises and create a premise chart of the most significant classes included in the figures set. These comprehensive concepts were classified and categorized. Afterwards the classification of data into premises, additional series of study were conducted to get more concise and relevant programs. According to (Grugulis et al., 2000) programing engages: cooperating through the reports (investigation) operating methods like questioning issues about the data and constructing contrasts amongst the data; deriving concepts to represent those data; and developing those concepts in terms of their properties and dimensions. We examined and combined the various backgrounds of worker employment acknowledged in academic and practioner works, an I studied the these antecedents manifested in the both cases as organizational values, job resources, employee voice mechanisms, social relations (including the work team, managers, and customers), and organizational integrity. First, the features that drove worker employment and disentanglement were evaluated in each individual example, followed by a comparison study to discover the overlapping patterns. In addition, I considered how these elements linked to the external setting as I drew conclusions from the two scenarios in an effort to produce fresh analytical insights into

employee engagement that may influence future empirical research.

### **3.8 Validity of the Data Generation Instrument**

According to (Rich et al., 2010) the validity of a measuring instrument is the extent to which the instrument measures what it claims to measure. In other words, there must be congruence between the test's measurements and the function it is intended to evaluate. Content validity, criterion-related validity, and construct validity are examined. Content validity refers to the extent to which a measure reflects all characteristics of a certain idea (Rich et al., 2010) This sort of measurement is referred described as subjective since the evaluation of otherwise unquantifiable constructs still rests on the perceptions of individuals. Expert judgement was employed to evaluate the content validation of the instrument, which included examining the items with managers and coworkers. The interview guide's criterion-related validity is shown by comparing it to another measure that has been shown to be valid (Boxall et al., 2007). According to Brains and Manheim, it entails a correlation between the test and a criteria variable (or variables) chosen to represent the concept. As a result, in general, criterion related validity involves comparing a test to other measurements or outcomes. The supervisors evaluated the criteria-related validity using an expert inspection technique and were satisfied that it represented the criterion. The degree to which a test measures the desired concept is referred to as its construct validity of the interview guide(Bakker et al., 2011) This usually implies that measurements must explain or support the existence of psychological characteristics, skills, or qualities for an instrument to have construct validity, or is the extent to which an assessment measures the trait or conceptual construct that it is meant to measure.

### **3.9 Ethical Considerations**

During the data collecting process, the researchers considered ethics. The researcher received permission to conduct the study before beginning data collecting. The respondents were selected on the basis of their willingness to engage in the study. Keeping the information private and their identities hidden safeguarded the responders. Plagiarism has been avoided in the case of written materials utilized in this research.

## **CHAPTER FOUR**

### **4 RESULTS AND DISCUSSIONS**

#### Management approaches to employee engagement

The following data sections describe two distinct methods to engagement management. VoiceTel exemplifies a "soft" approach to involvement, whereas EnergyServ exemplifies a "hard" approach. First, we distinguish the external environments of the different companies. Comparing the six determinants of engagement in the two businesses, we then evaluate how these characteristics affect management's capacity to foster an internal environment that is favourable to the delivery of engagement.(Jenkins & Delbridge, 2013)

External circumstances changed significantly amongst organizations as seen in Table 1. VoiceTel was a flourishing virtual reception company run and controlled by a small family. Laura and Tim, the company's co-founders, came up with a groundbreaking idea that led to VoiceTel's rise to the top of the virtual reception services industry. VoiceTel's staff has increased from four in 2000 to 97 in 2007, and the company has big aspirations for the future. EnergyServ, on the other hand, is a US-owned conglomerate offering a variety of services to the energy industry. The external climate is turbulent and unpredictable for a multinational company like ours, and the UK business is situated in a market that is both competitive and decreasing. Because of the fierce competition it faced,

*Table 1: Contextual Features*

<i>Contextual features</i>	<i>VoiceTel</i>	<i>EnergyServ</i>
Ownership structure	Family-owned	Multinational corporation – PLC
History	New start-up in 2000	Long-established – founded in the USA
Size	SME > 100 employees	Global – over 1000 in the UK
Labour market	Homogenous workforce – predominantly female semi-skilled	Heterogeneous – predominantly male, highly differentiated skill levels
Competitive context	Medium – technical innovation and focus on quality led to market dominance	High – intense competition based on cost control
Market conditions	Positive – growing market	Negative – declining market
Business strategy	Growth based on expanding and existing services	Growth based on extending market share through mergers and acquisitions

EnergyServ had to keep costs as low as possible to remain competitive. For the UK market, EnergyServ's primary objective was to get the highest proportion of the market by acquiring other firms, which was achieved in part through the company's mergers and acquisitions.. (Jenkins & Delbridge, 2013)

These sections explain how management's approach to employee engagement has been affected by external factors and identify the six drivers of employee engagement: To better understand the organization's culture and leadership style, I use organizational values to identify the organization's values. Organizational support refers to the rewards and recognition of employee effort and worth; and (iv) job elements include the content of work, the demands of employment, and the degree of autonomy and discretion. These elements are concerned with the relationship

between management, employees, and customers; they also look at the relationship between employees and their coworkers. Additionally, (v) employee voice and (vi) organizational integrity are examined to see how the organization's ideals are put into effect.(Jenkins & Delbridge, 2013)

#### **4.1 VoiceTel: a ‘soft’ approach to employee engagement**

VoiceTel, for example, had a strong and supportive relationship with its employees because of the company's position in the market. This helped design management practises that supported and

grew employee engagement. So, VoiceTel can be considered a "connected" workplace since management was able to adopt a "soft" approach to employee engagement that focused on building an environment that was conducive to employee involvement..(Jenkins & Delbridge, 2013)

#### **4.1.1 Organizational values**

The origin of VoiceTel may be traced back to Tim's disastrous experience with a messaging service, which cost him a significant amount of money. A need for high-quality reception services that supplied dedicated receptionists who actually cared about their clients led to the creation of the company. In Laura's words, the culture of VoiceTel emphasises the importance of providing great customer service, which meant that receptionists were an integral part of their clients' businesses:(Jenkins & Delbridge, 2013)

Our responsibility as leaders is to ensure that everyone in the firm acts, thinks, walks, and talks as though they are a part of that culture. As a result, receptionists are the company's first point of contact, and as such, they must exude a positive energy while maintaining a professional demeanour that is sensitive to the needs of our clients' customers. Then we must set up the right conditions for it to happen. Team spirit is quite high... If we're expecting six inches of snow tomorrow, everyone here knows to bring their rucksacks and hiking boots. And we had a woman who walked three miles to get here last year when it was snowing like hell... and you don't get that in any other firm... The type of culture we have or have to maintain and control is what we're dealing with.(Jenkins & Delbridge, 2013)

In order to convey that workers are respected, cared for, and trusted to choose how to provide high-quality service, the company's culture tried to do three things: Being led by brothers and sisters, the organization's culture was infused with familial values, stressing trust and the worth of each person's individual effort. The company's philosophy and ideals were based on the idea that customer service is improved via the development of mutually beneficial relationships: owners love and care for their workers, employees treat their customers well, and loyal consumers ensure the success of the firm. Libby discussed this in detail:(Jenkins & Delbridge, 2013)

It's a good service from [VoiceTel]. They care about their customers, but they also care about us. I've never come across a business like it before. Owners are concerned about the well-being of their front-desk staff. That's because VoiceTel's receptionists are the real reason for their

company's success, in my opinion. (Caitlin)(Jenkins & Delbridge, 2013)

Many HR procedures, such as recruiting and compensation, were based on these beliefs. Research on "culture management" has revealed the importance of recruiting people who share an organization's core beliefs (Grugulis, Dundon and Wilkinson 2000; Callaghan and Thompson 2002). Employees who showed they could "go the additional mile" during their service orientations were recruited ahead of those with previous job experience after an evaluation day.. As a result of the day, recruiting judgments were made according to whether the prospect would fit in well with our culture. The owners aimed to replicate the work environment they had found enjoyable in their own organisations. As Laura noted:(Jenkins & Delbridge, 2013)

It all boils down to how much you care. You know, we truly think that if you're going to spend eight hours at work, why not enjoy it? That's what people say they take away from the assessment days."(Jenkins & Delbridge, 2013)

#### **4.1.2 Job features**

Furthermore, this confidence was reflected in the design and substance of the project. Unusual for contact centres, there were no scripts or regular methods and no performance measurements, direct monitoring of calls, or goal call handling times. For a more customised experience, receptionists were assigned to specific clients and given considerable latitude in determining the terms of service, which were negotiated on an individual basis between the staff and the customers themselves. In order to build a connection with their clients, receptionists were urged to make a "welcome call" to each of their about 40 clients. In order to create connection with clients and determine the level of assistance they require, each receptionist was urged during the initial "welcome call" to get to know them. There were those who wanted a simple message taking and answering service, while others wanted specific instructions on how they wanted their receptionist to respond to their clients emotionally.

When it comes to customer service in the private sector, a more solemn, restrained or sympathetic and empathic emotional presentation may be necessary. Because of this, the task required an enormous amount of emotional juggling, as described by Bolton (2005) as "emotional management" (Jenkins & Delbridge, 2013)

The receptionists were given a lot of leeway when it came to choosing the character of the service



because of the trust placed in them by the management. According to trainer Suzie:

What I stress the most to them [during training] is the need of evaluating the customer on the first contact. There may be clients who only want us to serve as their receptionist and have no desire to build a connection with us; yet, you must do so.(Jenkins & Delbridge, 2013)

As a result, receptionists had to learn to handle the complexities of their customer relationships. According to Fiona's observation:

One of the things that sets us apart is that the owners leave you to build a connection and a relationship with your customers... No, we aren't a phone-in-service. (Jenkins & Delbridge, 2013)

As a result, many receptionists said that their work was creative and significant, and that meeting the requirements of customers gave them a feeling of self-worth:

I get a lot of joy out of this because someone is trying to get in touch with someone and you go above and beyond to help them. (Anna)(Jenkins & Delbridge, 2013)

When it came to showing employees at VoiceTel that their work was valued and that they could exhibit their expertise, job features played a big role. Support from the organisation was critical to the success of these strategies.(Jenkins & Delbridge, 2013)

#### **4.1.3 Organizational support: reward and recognition**

The owner had done research on local salaries to make sure that the compensation was competitive with similar jobs on the market in order to establish a workplace where employees felt appreciated. As a bonus, there was a private health-care plan and a decent amount of vacation time. One-off bonuses and costly social events were used to show that the company cared about its employees, a practise that was well publicised. According to Roberta's observations, these methods worked to strengthen the bond between employees and business owners.(Jenkins & Delbridge, 2013)

Do you know of any other firms where you may go to your employer and ask for a two-year interest-free loan? Simply put, it doesn't take place. When you think about all the little things like going to the races with you, paying for your meals and beverages... or the £50 notes hidden under our chairs... it makes you wonder if that's why so many people don't call in sick as often: I don't want to let them down after receiving all of these *benefits*.(Jenkins & Delbridge, 2013)

Employees' trust and management's openness might be seen in the actual work environment, as well. Two floors of a new office building housed the company's receptionists, who wore whatever they wanted to work and were allowed to read books, periodicals, and surf the internet in their spare time. These procedures demonstrated that employers had faith in their workers. As a result of the management approach, employees had direct and personal contact with the owners and top management, and they underlined to receptionists how much they were valued. According to Pat:(Jenkins & Delbridge, 2013)

Laura and Tim are two of the best bosses I've ever had the pleasure of working under. They are always complimenting us on how much work we put in. To put it another way, Tim, in particular, is always sending letters around saying that you are terrific, you are great, and don't ever change. Those kinds of things mean so much to people. In the morning, it makes you want to get out of bed and perform your best work.(Jenkins & Delbridge, 2013)

The favorable character of social ties at work was further strengthened by the outward acknowledgement of workers.

#### **4.1.4 Social relations**

There was a three-way relationship between employees, their employer, and their coworkers and clients in the workplace. This is supported by (Saks, 2006) which shows that "staff who perceive more organisational support are more likely to reciprocate with greater levels of involvement in their work and the company.". Additionally, receptionists expressed a strong sense of teamwork and camaraderie with their coworkers:(Jenkins & Delbridge, 2013)

You don't think, "Oh my God, I'm going to have to go to work today." Getting up and seeing your coworkers while still getting work done is more of an option because everyone on the team has a nice laugh while still getting the job done. (April)(Jenkins & Delbridge, 2013)

In addition, positive and meaningful relationships with their clients were reported:

In some circumstances, they're just like your own family. If they're having a horrible day, they'll just call you or email you and say, "I'm having the worst day ever," and you can just reply with an upbeat email. (Melissa)(Jenkins & Delbridge, 2013)

Several employees said that they had met up with clients outside of work and had travelled long distances to be friends with them (clients did not routinely visit VoiceTel and could be located anywhere in the UK). If a person's job includes rewarding interpersonal contacts with coworkers and clients, their work is more meaningful, according to (Kahn, 1990). Teams of four were formed, each with a team captain who served as a mentor and coach. In part, this was due to the careful selection of team leaders who were unanimously characterised by their colleagues as 'approachable' and 'open'.

#### **4.1.5 Employee voice**

VoiceTel was a leader in the development of informal and personalised voice mechanisms. Because of the small size of the company and the company's highly personalised management style, employees like Chloe were able to speak with the proprietors directly.(Jenkins & Delbridge, 2013)

You can always go to Tim or Laura if you have difficulties or anything like that. I mean, with other firms, talking to the main person is just out of the question... But here, you know, they'll listen to you, and they'll take your time, because they appreciate you all.(Jenkins & Delbridge, 2013)

Significantly, employees felt that they had a voice in the firm and that the owners had taken the time to listen to them. In response to Ruby's observation,

We attempt to keep you informed about what is going on so that nothing is kept a secret from you. You feel like you are a part of something bigger than just Mark [Managing Director], Laura, and Tim.(Jenkins & Delbridge, 2013)

Collective employee representation was absent from the workplace..

#### **4.1.6 Organizational integrity**

In the words of the (Macleod & Clarke, 2009)study, "organisational integrity" is when an employee can see that the declared principles of a company are being lived by its leaders and coworkers. As a result, employees are more likely to be engaged since they have a higher level of confidence in the firm. Organizational integrity was good at VoiceTel because employees had easy access to owners and managers, allowing them to closely monitor management's actions. Administration's beliefs were viewed to be reflected in the design and management of work, as well as the

acknowledgment and reward of personnel. This resulted in an engaged workforce, since the overwhelming feedback from employees was positive:(Jenkins & Delbridge, 2013)

I'm happy to be a part of this company since the proprietors show their appreciation and gratitude for the work you accomplish. Because you perform such a great job, they keep claiming VoiceTel is what it is... It's a joy to come to work every day. (Vicky)(Jenkins & Delbridge, 2013)

In my opinion, the principles here are a little different, because they [the company] don't see their personnel as merely money-makers. They truly care about your success and your happiness. (Joan)(Jenkins & Delbridge, 2013)

VoiceTel's research reveals a variety of factors that contribute to user engagement. When evaluating a company, factors such as the ability of employees to engage in meaningful work and exercise discretion; the development of positive workplace relationships with clients, owners and coworkers; an ability to express one's thoughts and feelings; appropriate recognition, rewards and a supportive work community; fairness, justice and reciprocal relations between employees and owners are among the considerations (Kahn, 1990)For the owners, it's all about establishing an environment where employees feel valued and supported, which in turn encourages a higher level of employee engagement and loyalty.

Employees at VoiceTel, as defined by (George, 2011)were committed to the company's ideals and, as a result, consistently put out extra effort in their contacts with customers. Receptionists were advising their customers on how to get the most out of their VoiceTel service and even giving services that weren't part of their commercial package or sanctioned by VoiceTel. Employees were not supposed to receive payments from clients, but one employee did and deposited the money in her personal time. Management was alerted and immediately notified the customer that this practise will be discontinued.. However, many staff claimed that they were happy to go the additional mile for their customers, and that they were satisfied with their efforts. Recognizing that high levels of employee engagement aren't necessarily good for the long-term health of the workforce, receptionists reported high levels of satisfaction with their job and their owners, which prompted them to put in extra effort (George, 2011).

#### **4.2 EnergyServ: a 'hard' approach to employee engagement**

To be successful, UK management had to focus on increasing productivity and keeping costs under

strict control, as seen in Table 1's broader economic background. According to data from the Office for National Statistics (ONS), the UK employment was reduced by 20% in 2010. There was a significant amount of voluntary employee turnover in addition to the majority of the reductions occurring as a result of layoffs. Employee salary, perks, and advancement opportunities all suffered as a result of the cost-cutting measures. For the preceding two years, no raises or bonuses had been given to employees, the last pension plan had been discontinued, and advancement chances had been reduced.(Jenkins & Delbridge, 2013)

#### **4.2.1 Organizational values**

Financial profitability and personnel safety were two of EnergyServ's corporate values. One of the key factors in this industry's focus on safety was the reputation that EnergyServ had created over the years. When it came time for the United Kingdom's management to boost profitability, they focused on efficiency and growth by encouraging a more engaged workforce. Using a 'hard' approach to employee engagement, the company sought to maximise profits by maximising the work of its employees This tactic was evident in conversations with managers:(Jenkins & Delbridge, 2013)

Every day, our people deliver for us; as a management team, as a workforce in the workshops, or as a customer-specific setting, we are completely reliant on our people. We are totally reliant on these folks to do an excellent job the first time. As a result, we must ensure that our staff engagement is at an all-time high. "Senior Management" (Craig)(Jenkins & Delbridge, 2013)

According to Paul, a freshly promoted mid-level manager:

In their view, a more engaged employee would have a positive impact on financial performance, peer outcomes, morale, and the overall picture of the business.. (Jenkins & Delbridge, 2013)

The owner of VoiceTel, Laura, reiterated Malcolm's views, indicating that management shared similar beliefs and aspirations to improve employee engagement:

You know, the sense of camaraderie and pride in the firm that EnergyServ has. In order to actually be a place where you want to work, where people love working, and where financial objectives and the company's ambitions when it comes to the stock market would follow if that is done right, I believe you must do that on all levels. For me, it's important that employees love going to work,

since it encourages them to produce their best job, which, in turn, improves the workplace as a whole. (Jenkins & Delbridge, 2013)

A company's main purpose was financial success, and top management was aware of this and knew it held sway at corporate levels despite its declared intention to foster employee involvement.

As a result of the global economic crisis and the substantial reduction in energy prices over the last several years, the sector isn't the most pleasant place to work. Nonetheless, my ultimate goal is to provide value to shareholders and generate money for the firm. (Craig)(Jenkins & Delbridge, 2013)

Internal staff surveys and a benchmarking study by an external organisation were used to identify best practises as well as areas that required improvement., Martin, the UK manager, was able to obtain deeper insight into employee perspectives and experiences. Employees' opinions of their workplace deteriorated dramatically in both the 2010 internal employee poll and the 2010 independent survey compared to the preceding study in 2008. Employees' overall satisfaction

with management strategy decreased by 18 percent in the UK and by 37 percent in particular areas, according to a new report. In the UK as a whole, trust in management has fallen by 19 percent, with a decrease of 31 percent in one particular function. Instilling faith in a country or a neighbourhood. Overall, management in the UK fell by 15%, with a 33% drop in one function. Additionally, employees' opinions of their compensation and benefits have deteriorated significantly, with 29% of UK employees responding that they were "unsatisfied" or "uncommitted" to the organisation (a reduction of 17 percent in this rating from the 2008 survey).(Jenkins & Delbridge, 2013)

Employees' replies on whether they were "proud to work" at EnergyServ Global plummeted by 14 percent, while EnergyServ Global's general UK rating of "a great place to work" dropped by 34 percent in the 2008 survey. In the United Kingdom, employee morale has plummeted by a stunning 20%. While the overall rating for employee voice had fallen by 10%, certain business units had seen drops of 21% and 48%... Finally, an average of 20% of employees stated that they planned to leave their jobs within the following six months. When senior management was trying to increase employee engagement, the polls revealed a decrease in employee satisfaction and disengagement.

As with VoiceTel, we've utilised the same criteria to evaluate this drop.(Jenkins & Delbridge, 2013)

#### **4.2.2 Job features**

Staff layoffs and turnover were cited as a major source of dissatisfaction. When departing personnel were not replaced, it led to greater responsibilities for those who remained:

It's one of my pet peeves that people are quitting and not being replaced, because if one person quits, the task is split amongst maybe two or three other individuals, and you wonder what's the point? The maintenance department's (Gavin) Gavin(Jenkins & Delbridge, 2013)

As a result of the company's growing plan, the amount of work for shop floor personnel has not diminished despite the reduction in headcount. To add insult to injury, the company's redundancy policy was cited as a contributing factor to an increase in voluntary employee turnover. Gavin was concerned about the impact on the company and staff morale of this apparent reduction in rewards:(Jenkins & Delbridge, 2013)

They must be aware of the frustration, lack of advancement, and lack of salary raises of their employees.

I don't know what the answer is. Overall, the loss of employees has a negative impact on morale; we lose good employees on a weekly basis, which is unacceptable. I'd want to get a sense of some of the reasons for this. One is having a sense of accomplishment in one's work. Another obvious one is money. Morale, increasing job load, and no compensation..(Jenkins & Delbridge, 2013)

When asked about how this affected their autonomy and ability to make decisions, employees said that they felt constrained by the need to justify everything in terms of costs.

Europe's management could only approve a new member of staff's hiring, as Ian had pointed out, because the American organization is all power-hungry, thus it had to be approved by a manager in each European country first. What a waste!(Jenkins & Delbridge, 2013)

Employees came to believe that corporate headquarters had more authority than was actually the case, undermining their faith and confidence in local management as a result of this level of financial monitoring.Many employment aspects at EnergyServ had been badly influenced by the

external context and the resultant strict financial requirements, leading to higher work intensity, extra cost pressures and a decline in both management and employee autonomy and a loss of trust in top management.(Jenkins & Delbridge, 2013)

#### **4.2.3 Organizational support: reward and recognition**

Workers felt undervalued by the firm despite senior management's efforts to foster a more engaged workforce. Robbie, a long-term employee with over 40 years of service in the industry, brought up the issue of a lack of reciprocity between the company's employees and management. The management did not respect or reward the efforts of employees, and he felt that staffs were required to work overtime to deal with spikes in job volume.(Jenkins & Delbridge, 2013)

It's a two-way street, and that's the point. Ask your guys to do the unexpected, and they will come in and work all night to fix this piece of equipment. They may even work two nights in a row to make up for lost time, dividing the team in half. They may even work on weekends to make up for lost time. Although they put in excellent work as a team, they never receive any recognition for it.(Jenkins & Delbridge, 2013)

EnergyServ's employees felt devalued because of wage disparities inside the company, as well as worsening relative levels between EnergyServ and its rivals. The disparity in compensation levels within EnergyServ was caused by the company's acquisition of businesses with distinct payment systems, as well as the differing financial success of those businesses. Some of these firms' employees were paid more than their colleagues at EnergyServ. Some employees did not get bonuses because of the company's dispersed organizational structure and varying degrees of accomplishment.as paul aforementioned(Jenkins & Delbridge, 2013)

At one time, I worked for a business unit where we didn't do as well as the rest of the firm and didn't receive incentive money.(Jenkins & Delbridge, 2013)

According to EnergyServ workers, the company's wages were lower than those of its competitors:

When they first started doing market research, I believe they paid a premium. But I'd say they're now at the bottom of the heap. As a result of individuals fleeing for an exorbitant sum of money, the economy is suffering. For example, when one of our important employees departed, he received a pay increase of double. (Ian)(Jenkins & Delbridge, 2013)



EnergyServ's management in the UK was severely hampered in its capacity to rectify wage disparities inside the company and with local rivals because of the financial challenges it was under. A further consequence of the matrix management system was that it helped to intensify rather than alleviate the perception of justice and fairness inside the organisation. As a result, management was hampered in its efforts to foster an environment that encouraged participation.(Jenkins & Delbridge, 2013)

#### **4.2.4 Social relations**

Employees at VoiceTel described social ties as cordial and mutually reinforcing; by contrast, relations at EnergyServ were fractious. One possible cause is a sophisticated matrix reporting system involving reporting from the global level to the regional, national, division and business product manager levels. Additional levels of complexity and increased competition amongst business divisions were regarded as the result of this structure. Derek, a high-ranking manager, observed:(Jenkins & Delbridge, 2013)

EnergyServ is divided into many groups. In the 'Alpha' organization, there are established pay ranges, but the 'Beta' organization has various off-shore bonus systems, different overtime mechanisms, and a variety of other differences. There is a strong sense that each service line is really a separate entity within the organization.(Jenkins & Delbridge, 2013)

Furthermore, due to EnergyServ's long-standing policy of acquiring smaller competitors' enterprises through mergers and acquisitions, the social fabric of the workplace was further fractured, with employees having varying degrees of loyalty to the company. Despite the fact that EnergyServ had long since bought the firms in question, Malcolm (the manager) observed that some workers still referred to one another as the "blues" or "greens," after the company colours of their former employers.(Jenkins & Delbridge, 2013)

Collective social occasions that can strengthen ties to the company have been postponed for the last two years due to corporate budget cuts. Because that's what Ian said

With individuals you know a lot of stuff like you know they used to have a summer BBQ, where you could bring your kids along, but they didn't do it the last two years. It's a shame. It was two Christmases without a Christmas night out.(Jenkins & Delbridge, 2013)

Ian, a six-year EnergyServ employee, reported that informal barbeques held in the yard around lunchtime throughout the summer months had been discontinued.

Every corporation should be pushing things that keep us sociable, keep us together, and encourage us to chat, you know. I couldn't comprehend it.(Jenkins & Delbridge, 2013)

#### **4.2.5 Employee voice**

Several respondents voiced anxiety about not having a voice because of a lack of established means of contact. Workers have noticed that senior management involvement has dwindled after the employee meetings were discontinued. The intermediate manager Paul claimed:(Jenkins & Delbridge, 2013)

As a general rule, I believe that management in general should make more of an effort to listen to their employees and show that they've taken action in response to what they have to say. If they want to hear from the individuals who actually make things happen at the firm, they must put in greater effort to reach out to those who are the company's actual "nuts and bolts." The shop floor workers will get demotivated if they believe they aren't being listened to or if they feel like they are left to their own devices.(Jenkins & Delbridge, 2013)

Communication was often dependent on rumours and guesswork because there was no trade union representation or staff committee. Ian made a remark.:

For example, there is no communication on the new merger... In my opinion, the most important individuals are... the folks at the coalface, who are actually doing the work, and they're forgetting about that, and there appears to be some type of disconnect there, so I think that's the most essential thing to keep in mind.... Morale has never been this low in any of the places I've worked before.(Jenkins & Delbridge, 2013)

It's possible that the low levels of employee identification with the company are due to a lack of avenues for raising concerns with upper management.

#### **4.2.6 Organizational integrity**

EnergyServ's global mergers and acquisitions strategy continued, and the company's top executives were once again well-rewarded. This disparity was thoroughly analysed by employees, as noted by Robbie, due to the large number of layoffs and salary freezes that had taken place.

(Jenkins & Delbridge, 2013)

When it comes to wage raises, management keeps claiming poverty. But then they go out and acquire a firm. I believe that even a small amount of that money would be greatly appreciated by the team members.(Jenkins & Delbridge, 2013)

By publishing the personal riches of the Global MD in a popular business journal during his visit to Britain to announce salary restrictions, the reporting intensified feelings of dissatisfaction. For his arrival, several employees had put an article detailing the \$1.5 million cost of his personal plane and the \$100,000 cost of chauffeurs throughout the building. Employees pointed out that they had been disproportionately affected by the poor economic conditions because of the clashing interests between them and management. A company's emphasis on financial aims and its strict controls at the corporate headquarters were viewed to conflict with the company's stated values of employee and community well-being. This weakened good management and staff engagement concepts, according to Paul.(Jenkins & Delbridge, 2013)

When circumstances are rough, we tend to tighten our grasp on the purse strings. As far as I'm concerned, I don't believe it's good for the business because... in many cases, the men who work here to operate the business feel like they're nothing more than glorified housekeepers. As a result, they're less likely to be engaged, less likely to have a positive morale, and less likely to be able to have any influence over their work environment.(Jenkins & Delbridge, 2013)

Even though management claimed to care about employees and their role in corporate success, the reality was that they had been hit hard by the economic crisis and had been forced to work longer hours, get less compensation, or have their company pension terminated. As a result, just 29 percent of the staff reported being satisfied or committed to their jobs, which hampered the company's ability to improve its employee engagement.(Jenkins & Delbridge, 2013)

#### 4.3 Discussion

This research has used two case studies to demonstrate the link between external influences and the ability of local managers to create organisational environments that encourage employee engagement..

**Table 2: Drivers of Engagement**

<i>Drivers of engagement</i>	<i>VoiceTel – ‘soft’ engagement</i>	<i>EnergyServ – ‘hard’ engagement</i>
Organizational values	Promotes trust relations for high-quality service delivery	Promotes safe work standards and financial profitability
Job features	Light touch management control – discretion over the conduct of work	High financial controls – limited decision-making discretion at all levels
Rewards and recognition	Positive rewards and strong recognition mechanisms	Negative rewards and recognition mechanisms
Social relations	Reciprocal	Fractured
Employee voice	Strong informal voice mechanisms	Weak voice mechanisms
Organizational integrity	Perceived as high	Perceived as low

In addition to a company's size and internal management structures, other important contextual variables include: economy as a whole and individual industries, market circumstances, and corporate ownership and governance structures all have a role. It was also examined how these situations differed from the six drivers of employee engagement: organizational values, work characteristics, organizational support, social ties, employee voice and organizational integrity (Jenkins & Delbridge, 2013)(see Table 2) to see what influence they had on employee engagement.

The research compares 'soft' and 'hard' approaches to HRM in light of these variables and their impact on employee engagement. VoiceTel demonstrated a 'soft' style of involvement and was able to offer reciprocal benefits for workers and owners through a succession of external and internal linkages. Small family-owned enterprise VoiceTel was a market leader in its area, with an increasing market and a generally benign business climate, Because of these unforeseen circumstances, the firm's owners were able to establish their own local rules to illustrate the organization's strategy and provide a consistent narrative about the company. When compared to other studies looking at the causes of engagement, this one demonstrates the significance of work characteristics (Schaufeli & Bakker, 2004) According to a case study of VoiceTel, it is possible for business owners to invest in employment resources that provide workers a high degree of discretion and the chance for them to apply their knowledge and expertise within a social framework that is three-tiered and mutually supportive.The VoiceTel case. When it comes to providing a high-quality and personalised service to its customers, management's ability to build a high-trust environment that encourages employee discretion is linked to the organization's

competitive strategy. Employees at all levels were able to connect with the ideals of the firm, and management felt free to encourage open communication. As a result, VoiceTel's founders were able to build a network of contacts at the workplace level, allowing for a 'soft' approach to employee engagement that proved effective.

However, EnergyServ illustrated the difficulties of trying to achieve employee engagement at a local level in a vast and complicated organisational structure, especially in the setting of strict financial objectives and constant monitoring by the global headquarters. Even if this was a 'hard' form of employee involvement, it was difficult to understand how it aligned with EnergyServ's organizational strategy, company principles, and corporate story. Local management at EnergyServ couldn't fulfil their end of the deal in terms of wage-effort and job security, illustrating a detached workplace. Managing in today's capitalist world is difficult enough without having to contend with a lack of clarity. There was a separation between the company and its employees that led in conflicts of interest, fracturing of identities for individuals and groups of employees, as well as a deterioration of the relationship amongst employees themselves (Jenkins & Delbridge, 2013). As a consequence of the lack of alignment between employee engagement and the company's broader goal, this was a generally unsuccessful attempt at engagement.

We are unable to generalize from our assessment of two exploratory situations the relative success of alternative methods to engagement. Employee engagement as a business strategy tied to specific performance targets, such as greater productivity and profitability, can be challenging for management to implement. This is known as taking a "hard" approach to employee engagement. When an organization's ability to produce mutual advantages is threatened by a harsh and changing external setting, this becomes more apparent. At the same time, this environment limits management's capacity to establish an internal context that may stimulate improved effort and productivity from employees on their own. (Jenkins & Delbridge, 2013)

The relevance of both external and internal organisational environments in seeking to produce high performance is shown in these observations of employee engagement by key HPWS researchers (Godard, 2004). Because of their restricted ability to reward and acknowledge their workers' contributions, management in EnergyServ was unable to provide essential job qualities such as autonomy and trust. This sparked doubts about the organization's integrity, which ultimately led

to a breakdown in social connections between management and workers.. It is also vital to highlight that there is a 'dark side' to employee engagement, as this research has focused on providing a more comprehensive, critical, and contextualised account of managerial approaches to employee engagement. For example, several VoiceTel personnel went above and above the call of duty, and as a result, some saw an increase in their daily toil. In light of these findings, it is not safe to assume that the receptionists' favourable attitudes of their jobs and company identification will hold true going forward, especially in settings that promote 'soft' participation (George, 2011)

## CHAPTER FIVE

### 5. CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Conclusions

I report my findings in response to (Bakker et al., 2011)'s recent call for study on the wider contextual organisational elements that influence engagement and validate their relevance. There is a caveat to my findings when it comes to interpreting employee engagement. In other contexts, a prescriptive list of antecedents to engagement is not easily transferable, as the success of VoiceTel demonstrates. It is possible that VoiceTel's balanced connections might be disrupted by changes in its ownership structure, market position, and size.

When it comes to providing employee engagement, both psychology and practitioner literatures have provided ideas, but both need to be reinforced by acknowledging the external and internal organizational environments in which management is acting. A structural contingency approach to employee engagement does not exist; we do not want to transmit a prescriptive line of reasoning and indicate that contingencies lead to certain management strategies with predetermined results. rather than that the current literature on employee engagement does not effectively handle the complexities of both external and internal organizational settings, it is our thesis Academics and practitioners alike rely on this data to better understand the dynamics of employee engagement and to develop strategies for fostering it in the workplace. With regard to HRM's integration into external and internal organisational contexts, our arguments echo those made by Guest in his early HRM works. Additionally, the importance of these elements serves as a cautionary note against the universalist assumptions found in some of the literature on employee engagement. When it comes to management practises, there is no one-size-fits-all solution (Jenkins & Delbridge, 2013) Managers' ability to engage employees is influenced by structural factors such as the nature of the industry and the broader political context, rather than just their own agency.

the local economy in which businesses are headquartered. Therefore, we conclude that management's ability to develop a coherent organisational narrative around the organization's strategy and "business model" is best understood in terms of its ability to encourage the local emergence of effective practises rather than the adoption of "best practise," encourage employee

participation and collaboration, and develop According to the early critics of HRM, such "hard" HRM will only be implemented piecemeal and arbitrarily, as (Boxall et al., 2007) have pointed out to us. More research is needed to confirm these initial findings when examining different management techniques to including employees.

When looking at the "hard" and "soft" ends of the engagement spectrum, it is clear that these two organisations are on opposite ends of the continuum. Hard and soft dimensions do not necessarily have to be in opposition to one another, as is the case in HR practise. More systematic research methodologies can be informed by the findings from these specific situations, which can be used to analyse the range of management strategies that work as a continuum from soft to hard in terms of employee engagement in the context of internal and external factors. In my opinion, the most important takeaways from these two real-world examples are the explanations they provide for why achieving high levels of employee engagement is so challenging. To some extent, employee disengagement is more frequent than employee engagement due to factors such as external context, which many firms operate in, and the fact that important drivers of employee engagement are typically based on highly debated and normative aspects (Kular & Kingston Business School (London, 2008) Critical research has examined the questionable ability of management to control and manipulate organisational cultures (Willmott 1993), whether new management practises actually cede control to employees (Knights and McCabe 1998), and whether labour processes are designed to enhance employee discretion and autonomy so that workers can fully utilise their skills and knowledgeability (Alvesson & Sveningsson, 2003)

Research shows that the "ingredients" in participation are filled with power and conflict, as these academics remind us To fully grasp the complexities of human resource management, we must go beyond managementist and unitarist approaches. We agree with (Taylor et al., 2002), who argue that management practises must address the "human" in all of its "thickest aspects." When employees feel they are respected, they respond positively to a "softer" approach to employee engagement, according to our research. That being said, we need to examine the long-term effects for workers in high-engagement settings more critically. Work intensification, absenteeism, and stress can all be long-term side consequences of giving employees more discretionary effort. Humanity is "squeezed" when personnel are evaluated only in economic terms, and as a result 'the resource is never seen in its full light' in the 'hard' application. Ten years later, (Bolton and



Houlihan, 2007) How an organization's approach to people management meshes with the numerous external and internal circumstances in which local managers operate has a substantial impact on the likelihood of producing engaged employees.

## 5.2 Recommendations

Coaching workforces on soft management allows them to comprehend and investigate this standpoint. It enables knowledge workers to perform more efficiently in an atmosphere of trust and openness. In reality, constructing confidence and fostering hopefulness at work increases employee engagement. They can enthusiastically volunteer to work as a team. When given with an imaginative atmosphere, employees can be effectively engaged. Soft management contributes to the formation of such a resourceful workplace. Consequently, soft management increases employee engagement, resulting in increased managerial efficiency and implementation. Required to achieve success and make a difference

Researchers argue that the future will bring four major shifts: a more complex world, leaders facing both danger and opportunity, executives needing nontraditional skills to shape the future, and traditional approaches no longer being sufficient to meet the upcoming challenges. When it comes to dealing with global issues, a soft manager is absolutely necessary.

Across the globe, companies are adopting the philosophy of putting their employees first, customers second, and shareholders last. This is why multinational businesses need CEOs that can navigate their organizations through a web of connections. Relative power is currently more powerful than positional power. Above all else, global businesses must be networked, flat, agile, and diverse. Therefore, soft leadership is applicable to any organization or nation, regardless of size or funding. In conclusion, the study soft management enables leaders to attain organizational excellence and effectiveness by satisfying all constituents.

The study also shown that other factors that employee engagement aside from management style, the researcher would like to recommend that further research study should be made on these factors to understand the level at which they impact on employee engagement;

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