



## MANAGEMENT STYLE AND PRODUCTIVITY OF EMPLOYEE TOWARD ORGANIZATIONAL OUTCOME

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### Abstract:

The study aims to identify the management style and productivity of employees toward organizational outcome. Mixed methods are utilized in the study. It consists of both qualitative and quantitative research design. Likewise, convenience sampling techniques are employed in the study based on the capacity of the researchers. It is a technique that is subjective, selective, and judgmental. The study consisted of one hundred twenty-five (125) respondents only. Results show that management style and productivity of employees toward organizational outcome among the respondents motivate effectively to set goals on transformational management techniques in the organizational outcome, show that authoritative management implements clear expectation and success for well-established objective on management effectively among employees such as SMART goals, maintain open communication and incorporate use objectives and key result area, show that persuasive management builds exercises on idea sharing workshop, specific projects, and challenges for the function and roles of employees in skillset and perspective efforts, and show that transformational management motivates effectively to the set goals on transformational management techniques in the organizational outcome. Findings show that there is a significant relationship between the management style and productivity of employees toward organizational outcome as observed among the respondents.

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## 1. Introduction

Management style and productivity of employees toward an organizational outcome are based on leadership function and style. It is the most particular aspect of the management style of a manager in the accomplishment of the objectives set in the organization. It encompasses productivity and management style (Mallillin, 2017, pp. 58-74) in terms of the manner and decision-making process. This includes how to exercise their authority, organize work, and plan. Management styles vary in the organization and even among individual employees and levels of management. It is a way for a manager or a leader to work to accomplish the set goals in the organization. It is the proper way to fulfil the goals set in the organization. This includes proper management of staff, delegation, making decisions, organizing, and proper planning. It is widely dependent on the level of management in the organization (Mallillin & Caranguian, 2023, pp. 131-141) and culture as well. It encompasses the leadership and management styles and productivity in all aspects of the organization, both inside and outside, in resolving conflicts, guiding employees, and assisting with their tasks. It provides a better management style in several leadership philosophies to improve work competency (Mallillin & Mallillin, 2019) among the employees (Sharma *et al.*, 2023). In addition, it demonstrates management style and productivity in the fulfillment process in the organization. It measures the impact on high morale, workers' advancement, commitment, dedication, and productivity. It assumes the management style and philosophy as to conditional administration, majority rule, innovation, and absolutism. It adheres to model the enhanced practice of leadership management style success of the organization. It determines the success of the organization based on employee productivity. It supports the organization in creating a critical and comfortable work environment (Jasmine & Hongdiyanto, 2023, pp. 169-182).

On the other hand, an effective management style requires specific skills to go beyond development as contributory factors in the organization. It evaluates the deadline and project meetings of the employees. It is the job of the manager to motivate and encourage employees to work and inspire for the best in the organization's success. It adapts the management style and understanding of key functions to effective leadership. An effective leader is someone who can manage the style and respond to various challenges in focusing on the achievement target and success. This includes effective management of both internal and external factors. The internal factors for management style focus on the organizational culture (Mallillin *et al.*, 2022) of the company, policies, priorities, employee engagement, and staff skill levels. It is the higher skills that do not need supervision but only require consistent monitoring to achieve the set objectives in the organization. In addition, management style and productivity on the external factors include employment laws, economy, competitors, suppliers, and consumers. This is outside the control of the leaders in the organization but has an effect on both the

employees and the managers (Aluç & Akdağ, 2022, pp. 397-406). On the other hand, an effective management style evaluates the impact and success of quality management and implementation. It is the leadership approach and management style (Mallillin, 2022) in the organization that affects the process and quality management. Leadership approaches examine the impact of management style and productivity of employees in the organization. It influences behavior of management style and quality leadership. It develops concepts for effective management style in the organizational culture (Setyawan *et al.*, 2023, pp. 396-409).

Indeed, management style is one way to achieve the goals and project the objectives of the organization. This includes how the employees interact with the members of the organization, stakeholders, set and measure goals, delegate work, plan projects, and make proper decisions in the organization. It aims to identify the management style in the degree of leadership function and capacity objectives such as accountability achievement, evaluation, review, self-control, support, goal setting, and participation in the organization (Mallillin *et al.*, 2024). It is a management style in leadership that includes permissive, authoritarian, and democratic styles of leadership. It shows that management-style goals are applied to any organization support to the fullest. It is common and adapted to leadership and management styles in the organization (Mallillin, *et al.*, n.d.). It is a practice for management style and leadership that can result in better productivity among employees and outcomes in the organization. It is dedicated to the principles and application of management style and goals in the organization (Al Awad, & Omrane, 2023, pp. 1330-1350). In addition, management style and goals examine the development of the organization, leadership style, work environment, and competence. It looks at the different variables that can influence better management style. It describes the influence of management style that focuses on the area of improvement and resources. It sustains the performance (Mallillin, 2021, pp. 17-28) and improvement of the employees in the organization to achieve the goals to provide outcome, solving problems, and adapting better changes in the organization and productivity of the employees to the fullest (Jumawan, *et al.*, 2023, pp. 667-674).

Notably, how does management style identify the leadership? Management style can help for better output and effectiveness in the organization through proper communication Mallillin, & Caranguian, (2022) and transparency. It identifies the management style in the process to help determine the leader's role as a good team member in the organization and guide the members in the success or failure of the company. It helps in the adjustment process through proper communication as part of the management style process as needed to work in harmony with the people in the organization. The management style and productivity discover the characteristics of a leader to better interact among employees, direct supervisors, direct reports and project stakeholders. It provides proper feedback for better improvement and proper decision-making in accordance with the needs of the organization. This includes values, behaviors, and beliefs on work productivity, relationship and leadership. Management style identifies leadership traits that inspire the ability to direct and pay attention to details. It leverages how to identify the management styles through strategic leadership,

effectiveness, skills, and success (Güttel & Kleinhanns-Rollé, 2023). Hence, management style identifies the growth and development of the organization's concept and culture. It plays an important role in the function and role of leadership and management style to bring better productivity and outcomes to the organization. It contributes to and reforms the competitive management style in the organization. It continues to create commitment, cohesion, and sustainable human relations to obtain better support and camaraderie for change, innovation, and creativity. It demonstrates organizational rules that focus on control and structure process and management style process and setting (Marreiros *et al.*, 2023, pp. 312-327).

Finally, how does management style affect and provide productivity? The leverages of the employees depend on their strengths and weaknesses in the achievement of the goals in a favorable outcome and performance. It provides little support and withholds feedback among the members of the organization. Management style can also have an impact on employee engagement and performance. It describes the understatement of the organization. It creates change, unleash innovation, teamwork, and moves forward for the success of the organization. It transforms the mindset and behavior management style and productivity of employees (Mallillin, 2023, pp. 12-28) in the organization through skills in leadership change, empowering team performance, rebranding, and antifragile organization. This includes culture transformation, teambuilding, and partnering. It analyses the purpose of management style that can affect the productivity and outcome of the organization, such as organization performance and knowledge management (Andrej *et al.*, 2023, pp. 1672-1701). It also analyses the influence of leadership style and management style in an effective manner. It improves the transformational leadership and management style in the organization. It adopts both leadership and management style to achieve success in the organizational outcome for employees. It influences management styles and organizational performance knowledge. It also influences the transformational and management style to achieve job satisfaction in the organization (Riyandini & Febriyanto, 2023, pp. 177-187).

### **1.1 Statement of the problem**

- 1) What is the management style and productivity of employees toward organizational outcome among the respondents?
- 2) To what extent is the management style and productivity of employees toward organizational outcome?
- 3) Is there a significant relationship between the management style and productivity of employees toward organizational outcome as observed among the respondents?

### **1.2 Hypothesis**

- There is a significant relationship between the management style and productivity of employees toward organizational outcome as observed among the respondents.

## **2. Research design**

Mixed methods are utilized in the study. It consists of both qualitative and quantitative research design. This is very timely to the research design because it explores the process based on the predefined criteria set by the researcher. Quantitative research design is used to measure the management style and productivity of employees toward organizational outcome among the respondents, such as authoritative management, persuasive management, and transformational management. On the other hand, qualitative research design is also utilized to evaluate the extent of the management style and productivity of employees toward organizational outcome among the respondents. It is a criterion to be used for quality advanced mixed methods in diverse perspectives in the application of management style and productivity of employees toward organizational outcome (Hirose & Creswell, 2023, pp. 12-28).

### **2.1 Sampling techniques**

A convenience sampling technique is employed in the study based on the researcher's capacity. There is no pattern for whether the respondents are suitable for the study. It is a sampling technique that involves the process of selecting the sample size and population of the study based on availability and accessibility to the researcher. It is a technique that is subjective, selective, and judgmental. It is defined based on the researcher's proximity, knowledge, and expertise. It is typically based on the predefined criteria that can represent the population and target sample size employed in the selection process (Obilor, 2023, pp. 1-7).

### **2.2 Participants of the study**

The participants of the study are the various leaders of a business organization for both private and government entities. They are chosen to represent the study respondents. They must be regular employees, provided their position in the organization is where they belong. They are suited as participants because they have experienced and observed the process of management style and productivity of employees toward organizational outcome. This is based on the predefined criteria in the selection of the participants in the study. They can be respondents as long as they voluntarily want to be part of the study. They can answer through Google Forms to take advantage of the technology in the gathering of data. The study consisted of one hundred twenty-five (125) respondents only.

### 3. Results

#### 3.1 What is the management style and productivity of employees toward organizational outcome among the respondents?

**Table 1:** Management style and productivity of employee toward organizational outcome among the respondents

Indicators	WM	I	R
1. It builds exercises on idea-sharing workshops, specific projects, and challenges for the function and roles of employees in skillset and perspective efforts.	4.00	E	4.5
2. It recognizes accomplishment and success which is necessary in maintaining a high motivation level among employees.	4.12	E	3
3. Implements clear expectations and success for well-established objectives on management effectively among employees, such as SMART goals, maintains open communication and incorporates use objectives and key result areas.	3.38	ME	8.5
4. It is essential to promote and lead by example among employees' input and decisions in the organization's approach and process.	3.69	E	7
5. It motivates effectively to set goals on transformational management techniques in the organizational outcome.	4.21	HE	1.5
6. Holds employee performance and accountability to address issues promptly for the improvement needed in the organization as to constructive feedback, achievement recognition, and maintaining consistency.	3.38	ME	8.5
7. It fosters and creates an idea to establish work and a safe environment in the implementation of thoughts and contributions.	4.21	HE	1.5
8. Incorporates authoritative management in leadership style to maintain and allow control over the success of the organization.	4.00	E	4.5
9. It fosters better relationships, which is essential among the employees in creating a work environment and supporting engagement.	3.89	E	6
<b>Average Weighted Mean</b>	<b>3.86</b>	<b>E</b>	
<b>Standard Deviation</b>	<b>0.324</b>		

Table 1 presents the weighted mean and the corresponding interpretation of the management style and productivity of employees toward organizational outcome among the respondents.

It shows in the table that rank 1 is shared by the two indicators, which are “It motivates effectively to set goals on transformational management techniques in the organizational outcome”, and “It fosters and creates an idea to establish work and safe environment in the implementation of thoughts and contribution”, with a weighted mean of 4.21 or Highly Extent which means management style and productivity of employee toward organizational outcome is highly observed. Rank 2 is “It recognizes accomplishment and success which is necessary for maintaining high motivation level among employees”, with a weighted mean of 4.12 or Extent, which means management style and productivity of employees toward organizational outcome is observed. Rank 3 is also shared by the two indicators, which are “It builds exercises on idea sharing workshop, specific projects, and challenges for the function and roles of employees in skillset and perspective efforts”, and “Incorporates authoritative management in leadership style to maintain and allow control over the success of the organization”, with

a weighted mean of 4.00 or Extent which means management style and productivity of employee toward organizational outcome is observed. The least in ranks is also shared by the two indicators which are “Implements clear expectation and success for well-established objective on management effectively among employees such as SMART goals, maintain open communication and incorporates use objectives and key result area”, and “Holds employee performance and accountability to address issues promptly for the improvement needed in the organization as to constructive feedback, achievement recognition, and maintain consistency”, with a weighted mean of 3.38 or Moderately Extent which means management style and productivity of employee toward organizational outcome is limited. The overall average weighted mean is 3.86 (SD=0.324) or Extent which means management style and productivity of employees toward organizational outcome among the respondents is observed.

### 3.2 To What extent is the management style and productivity of employees toward organizational outcome?

Presented in this table are the themes, responses of the respondents, and core ideas on the extent of management style and productivity of employees toward organizational outcome. This is done through focus group discussions among the respondents. The response of the respondents is categorized as follows: 5.00-4.20 = Highly Extent, 4.19-3.40 = Agree, 3.39-2.60, Moderately Extent, 2.59-1.80 = Low Extent, and 1.79-1.00 = Low Extent at All. The verbatim is also included in the analysis of the data.

**Table 2:** Extent of management style and productivity of the respondents through themes, responses of the respondents, and core ideas

Themes	Response of the Respondents	Core Ideas
Authoritative Management	Extent	Well-establish objectives employee performance and accountability the success of the organization
Persuasive Management	Extent	Establish work safe environment skillset and perspective efforts. organization approach and process
Transformational Management	Extent	Techniques in the organizational outcome work environment and support maintain a high level of motivation

#### 3.2.1 Authoritative management

Authoritative management maximizes and aims for efficiency in the organization. It utilizes the styles of authoritative management to achieve and help clear expectations regarding employee performance and accountability. It maintains an approach to control the employees to ensure the goals are achieved in the organization. It is an organizational paradox to manifest and explore. It examines the organizational culture concept and performance (Mallillin *et al.*, 2023, pp. 1249-1266). It advances knowledge in the management style and productivity of employees to an organizational outcome and practice. It sustains and characterizes the feature of authoritative management in the organizational setting. It amplifies the organizational paradox and effectiveness culture

in leadership. It supports and provides expected implications of organizational culture and management style paradox process (Lee *et al.*, 2023). The participants say that:

*“Implements clear expectation and success for well-established objectives on management effectively among employees such as SMART goals, maintain open communication and incorporate use objectives and key result areas”*. T1, P112 & P9

*“Holds employee performance and accountability to address issues promptly for the improvement needed in the organization as to constructive feedback, achievement recognition, and maintain consistency”*. T1, P83 & P11

*“Incorporates authoritative management in leadership style to maintain and allow control over the success of the organization”*. T1, P91 & P10

### **3.2.2 Persuasive management**

Persuasive management is crucial to a successful and thriving work environment. It encourages collaboration among employees in the organization. It adopts techniques in management style and productivity to create a better working relationship. It shares an idea and comfort in working achievement and success. It involves persuasive management on the effect of employees in the organization in all kinds of decision processes. It contributes to and encourages the employees' management. It illustrates and appreciates the nature and association of persuasive management in the organization and employees. It provides expansion, modification, automation and decision-making processes for better success in the management style (Aher *et al.*, 2023). The participants say that:

*“It fosters and creates an idea to establish work and a safe environment in the implementation of thoughts and contribution”*. T2, P77 & P14

*“It builds exercises on idea sharing workshops, specific projects, and challenges for the function and roles of employees in skillset and perspective efforts”*. T2, P94 & P13

*“It is essential to promote and lead by example among employees input and decision in the organization approach and process”*. T2, P81 & P9

### **3.3.3. Transformational management**

Transformational management establishes relationships, appreciates achievements, and specifies objectives in cultivating a beneficial work atmosphere to encourage progress among employee achievement and accomplishment. It is an effective management process and system that increases the organizational outcome. It is the most important factor in the organizational setting for the transformational management from good, better, and best, which results in success in the process. It becomes the most critical function in the organizational outcome. It determines the effect and performance of



leadership function and model. It improves and develops management style in a transformational system in upholding the organizational culture (Al Amin *et al.*, 2023, pp. 719-728). The participants say that:

*“It motivates effectively to set goals on transformational management techniques in the organizational outcome”*. T3, P101 & P13

*“It fosters better relationships, which is essential among the employees in creating a work environment and supporting engagement”*. T3, P83 & P12

*“It recognizes accomplishment and success, which is necessary in maintaining a high motivation level among employees”*. T3, P90 & P9

### 3.4. Is there a significant relationship between the management style and productivity of employees toward organizational outcome as observed among the respondents?

**Table 3:** Test of the Significant Relationship between Management Style and Productivity of Employees toward Organizational Outcome as Observed among the Respondents

Test of Variables	Computed z value	Interpretation	Decision
Management style and productivity of employees toward organizational outcome as observed among the respondents	75.8175604	Significant	Rejection of null hypothesis
Two-tailed test at 0.05 level of significance with critical z value of $\pm 1.96$			

Table 3 presents the test of the significant relationship between the management style and productivity of employees toward organizational outcomes as observed among the respondents.

It shows in the table that when the variables are tested, it reveals that the computed z value is 75.8175604, which is higher than the critical z value of  $\pm 1.96$ , two-tailed test at 0.05 level of significance, which resulted in the rejection of the null hypothesis. Therefore, it is safe to say that there is a significant relationship between the management style and productivity of employees toward organizational outcome as observed among the respondents.

## 4. Discussion

The management style and productivity of employees toward organizational outcome among the respondents shows to motivate effectively the set goals on transformational management techniques in the organizational outcome. It also fosters and creates an idea to establish work and a safe environment in the implementation of thoughts and contributions where it recognizes accomplishment and success, which is necessary in maintaining high motivation levels among employees (Mallillin, n.d.). It analyzes the management style and productivity of employees in the organizational outcome based

on the effect of leadership, work commitment, work stress, work impact, and work productivity. It analyzes the management style and better category in the organizational setting. This is based on the set goals that can create a better working atmosphere among the employees (Simbolon *et al.*, 2023, pp. 1-12). On the other hand, the management style on the productivity of employees in the organizational change builds exercises on idea-sharing workshops, specific projects, and challenges for the function and roles of employees in skillsets and prospective efforts. It also shows how to incorporate authoritative management in leadership style to maintain and allow control over the success of the organization. Hence, it also implements clear expectations and success for well-established objectives on management effectively among employees such as SMART goals, maintains open communication and incorporates use objectives and key result areas where it holds employee performance and accountability to address issues promptly for the improvement needed in the organization as to constructive feedback, achievement recognition, and maintain consistency. It improves the strategy for employee performance in the organization. It provides strategies for the evaluation of leadership style and training to be applied to the organizational outcome. It creates a comfortable working atmosphere for employees to enjoy and feel satisfied with the management style (Putri & Hartono, 2023, pp. 198-216).

On the other hand, authoritative management shows the implementation of clear expectations and success for well-established objectives on management effectively among employees, such as SMART goals, maintaining open communication and incorporating use objectives and key result areas. It provides proper principles for management style and productivity as a guide for employees in the organizational outcome and in formulating policies in the management system process. It aims to provide employees with the manifestation of authoritative principles and management style for organizational outcome. It provides efforts and confirmation on the authoritative management based on the standard labor laws and policies of the organization to integrate aspiration in the working environment (Taufiq & Disantara, 2023, pp. 442-453). In addition, authoritative management incorporates a leadership style to maintain and allow control over the success of the organization. It deals with leadership style and how the leaders and subordinates get the tasks done. It is considered a manner to deal with employees in the achievement of set goals for the organization's outcome. An authoritative management style will result in the success and failure of the organizational outcome. It leads to better and adequate job performance. It indicates that authoritative management also includes respect when giving tasks because employees are professional enough to work for the success or failure of the organization. A true leader values their workforce and make procedures and policies to facilitate a better working atmosphere (Hussan & Pinky, 2023). Lastly, authoritative management holds employee performance and accountable to address issues promptly for the improvement needed in the organization as to constructive feedback, achievement recognition, and maintain consistency. Authoritative management pursues the multiple goals of the organization in seeking profit and concept outcome. It aims to impose proper accountability on the performance of the employees. It helps to manipulate pressure and accountability

performance as part of management style and productivity among employee organizational outcomes (Basri *et al.*, 2023, pp. 155-175).

On the other hand, persuasive management is one of the extent in the management style and productivity of employees toward the organizational outcome that can build exercises on idea sharing workshops, specific projects, and challenges for the function and roles of employee skill set and perspective efforts. It requires constant and complex changes from good, better, and best management style and productivity toward organizational outcome. It continuously provides new skills for employees to make the best in their tasks based on the set goals, adapt to new situations, and change behavior. It focuses on developing skills and talents within the organizational outcome. It tries to solve opportunities and challenges in supporting organizational outcome, responsibility sharing of knowledge, supporting learning, and combining objectives and strategies to persuade management development needs of the organization (Vuorjoki, 2023). Yet, persuasive management shows it is essential to promote and lead by example among employees' input and decision in the organization approach and process creative behavior and spontaneity, especially in uncertain situations. Persuasive management empowers better leadership among employees in organizational behavior. It addresses ambiguity that can examine the theory of action in management style on productivity in the organizational setting and outcome. It determines the attitude and behavior of employees to focus on willingness for a change (Ye *et al.*, 2023). It also focuses on persuasive management to foster and create an idea to establish work and a safe environment in the implementation of thoughts and contributions. It promotes comprehensive initiatives for the work and safety of employees. It combines efficiency and an efficient managerial approach and application. It benefits potential improvement and identifies benchmarks and perspectives (Gomes *et al.*, 2023).

Finally, transformational management for employee organizational outcome and style effectively motivates the setting of goals and techniques for organizational outcome. It provides scientific elaboration in support of the process of management style for employees in terms of organizational outcome. Transformational management organizes effective organizational goals, empowering the workforce or employees and creating work environments and constructive transformational leaders to achieve and motivate employees for their outstanding and exceptional performance. Transformational leaders enable the creation of work development and a climate that can contribute to employee retention (Febrian, *et al.*, 2023, pp. 61-67). Also, transformational management recognizes accomplishment and success, which are necessary for maintaining a high motivation level among employees. It improves and maintains equality in the work organization, which is a crucial factor in the transformational management style and the organizational outcome. It measures the success of the leaders in the organization to the fullest. It functions to achieve better motivation among employees as a mediator in the organizational culture (Ariani *et al.*, 2023, pp. 39-52). Lastly, transformational management fosters better relationships, which is essential among the employees in creating a work environment and supporting engagement. It ascertains the purpose of the job features based on the set goals of the organization to obtain employee

performance and job satisfaction. Job satisfaction can influence job involvement as part of the transformational management of a leader in the organization. Employee work is being influenced by work features, which have an impact on employees' performance in terms of organizational outcome and management style productivity (Hidayat, 2023, pp. 1652-1659).

## 5. Conclusion

It shows that management style and productivity of employees toward organizational outcome among the respondents to motivate effectively the set goals on transformational management techniques in the organizational outcome and fosters to create an idea to establish work and safe environment in the implementation of thoughts and contributions where it recognizes accomplishment and success necessary in maintaining high motivation level among employees.

On the other hand, authoritative management shows the implementation of clear expectations and success for well-established objectives on management effectively among employees such as SMART goals, maintaining open communication and incorporating use objectives and key result areas where it incorporates authoritative management in leadership style to maintain and allow control over the success of the organization.

Moreover, persuasive management shows to build exercises on idea-sharing workshops, specific projects, and challenges for the function and role of employee skill set and prospective effort where it is essential to promote and lead by example among employees regarding their input and decision in the organization approach and process.

Finally, transformational management shows to motivate effectively the set goals and techniques in the organizational outcome where, recognising accomplishment and success, which is necessary in maintaining a high motivation level among employees to foster better relationships, which is essential among the employees in creating a work environment and support engagement.

## Conflict of Interest Statement

The authors declare no conflicts of interest.

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