



THE INFLUENCE OF THE LEADERSHIP STYLES OF SENIOR AND JUNIOR MANAGERS ON EMPLOYEES' INITIATIVES TOWARDS STRATEGIC PEOPLE MANAGEMENT

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Abstract

This study aimed to assess the leadership styles of senior and junior managers in Vietnamese engineering firms and their effects on employee initiatives. Conducted across three engineering companies in Ho Chi Minh City—Dai Nam Viet Construction JSC, Mien Bac Construction Consultant Ltd., and Mien Nam Steel Structure JSC—the research involved 180 employees, predominantly from the Millennial generation, with a higher male representation, a significant number pursuing master's degrees, and mostly in contractual employment. This descriptive correlational research utilized quantitative methods to explore the perceptions of leadership styles (visionary, coaching, affiliative, democratic, pacesetter, commanding) and their impact on employee initiatives, characterized by proactivity, self-efficacy, and the need for achievement, among other factors. The findings revealed that visionary and coaching styles were highly recognized by employees, while democratic and pacesetter styles were less acknowledged. Leadership styles were generally perceived as influential on employee initiatives, with coaching style ranked as the most impactful and commanding style as the least. Notably, the study found no significant differences in the perception of leadership styles across demographic variables, indicating a uniform perception among employees. A significant correlation was identified between the recognition of leadership styles and employee initiatives, underscoring the importance of leadership perception in fostering proactive employee behavior. The study suggests that to enhance employee initiatives, organizations should develop leadership training programs tailored to the diverse needs of employees, including those of the Millennial generation. Emphasizing diversity and inclusion, promoting continuous learning, and engaging contract workers are recommended strategies. The research advocates for the adoption of visionary and coaching leadership styles, targeted training to improve recognition of democratic and pacesetter styles, and a reevaluation of the commanding style. Continuous feedback and a strategic people management plan focusing on leadership development are essential for cultivating a work environment that supports employee initiatives and organizational productivity.

Keywords: Leadership Styles, Employee Initiatives, Strategic People Management
Vietnamese Engineering Firms, Managers

INTRODUCTION

The success and direction of businesses are fundamentally influenced by leadership. Successful leaders are essential to an organization's ability to convey its mission, vision, and goals, mobilize team members around them, and then realize them.

People always appreciate and support a good leader. They build an environment of mutual respect and trust, which in turn encourages innovation and teamwork. In workplaces with strong management, employee morale is also higher, which increases motivation. The researcher is inspired to discuss in this study the leadership styles of senior and junior managers of selected engineering companies in Hochiminn City and its influence on the employees' initiative.

With this, the researcher assessed the influence of the leadership styles of the senior and junior managers of selected engineering company in Ho Chi Minh City. The study also identified the profile of the employees as the respondents of the study in terms of age, sex, educational attainment and employment status. Moreover, it also determined the leaderships styles of the senior and junior managers as recognized by the employees as to visionary, coaching, affiliative, democratic, pacesetting and commanding. Hence, the assessment of the respondents on the influence of the leadership styles on the employees' initiatives in the workplace dwells on self-starting, proactive, persistent, self-efficacy, need achievement, perceived supervisor's support and individualistic cultural values. On the other hand, the test of significant differences on the assessment of the respondents as to the influence of the leadership styles of senior and junior managers in employees' initiatives in the workplace when their profile variables are considered as the test factors is also included in this study. It is also added the test of the significant relationship between the recognized leadership styles of senior and junior managers and employees' initiative. Furthermore, the findings and the result of the study is used as an input for strategic people management.

Conceptual Framework

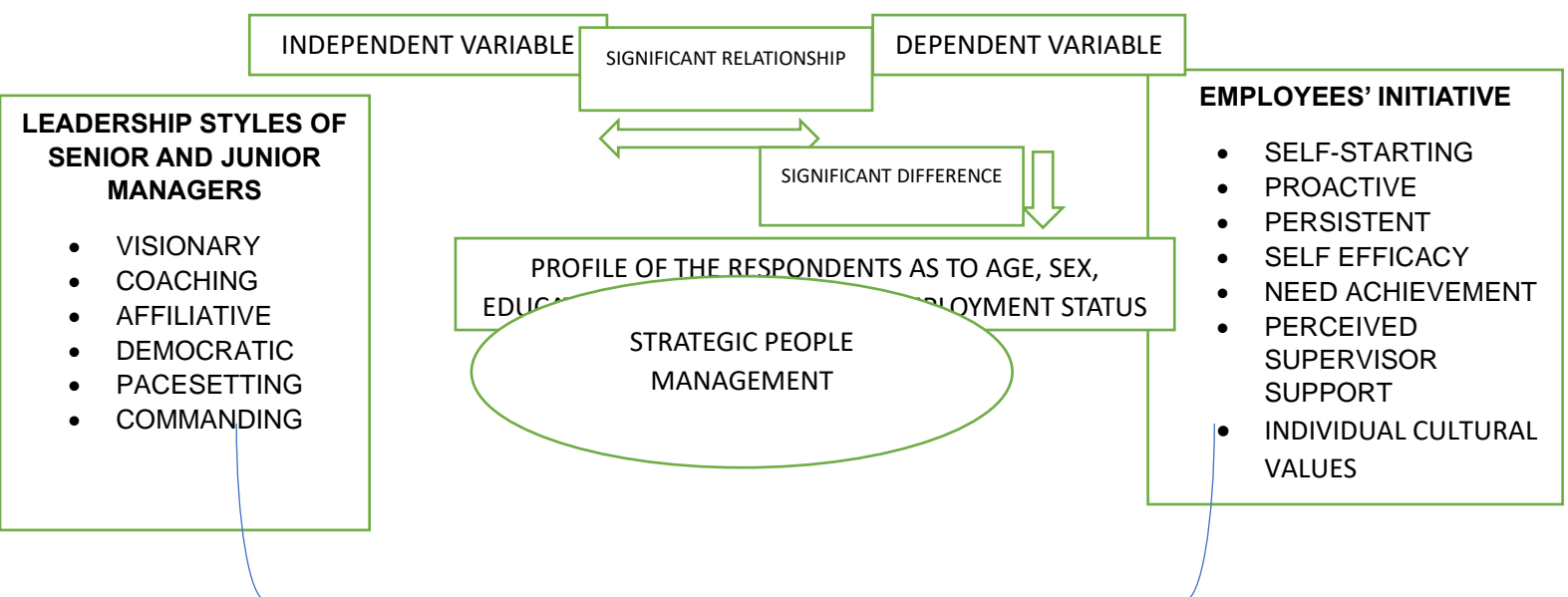


Figure 3. Research Paradigm

The Research Paradigm of the Study specifies the precise focus of the study and reveals the connections between the various study factors. It can be described as a set of ideas, presumptions, and convictions that underpin and direct the research plan. It also outlines the essential elements, concepts, or variables, along with the assumed connections between them. The study's main objective is to assess the leadership styles of the senior and junior managers and its influence on the employees' initiatives in the workplace of selected engineering companies in Vietnam. The study also determined the demographics of the respondents, including age, sex, education attainment, and employment status. The employees' recognition of the senior and junior managers' leadership styles, including visionary, coaching, affiliative, democratic, pacesetter, and commanding, will also be taken into account. Therefore, self-starting, proactive, persistent, self-efficacy, need achievement, perceived supervisor support, and individualistic cultural values highlighted in the respondents' assessments of the impact of leadership styles on workers' initiatives at work.

On the other hand, the test of statistically significant differences on the respondents' assessments of the influence of senior and junior managers' leadership styles on employees' initiatives at work when their profile variables are taken into account is also included in this study. Additionally, the test demonstrating the major connection between employees' initiative and the recognized leadership styles of senior and junior managers is introduced. Additionally, the study's findings and outcome are used as a component of strategic people management.

Statement of the Problem

The main objective of the study is to assess the leadership styles of the senior and junior managers and its influence on the employees' initiatives in the workplace of selected engineering companies in Vietnam. Specifically, it sought to answer the following questions:

1. What is the profile of the respondents in terms of the following:
 - 1.1 age;
 - 1.2 sex;
 - 1.3 educational attainment; and
 - 1.4 employment status?
2. How do respondents recognize the following leadership styles of their senior and junior managers in the workplace:
 - 2.1 visionary;
 - 2.2 coaching;
 - 2.3 affiliative;
 - 2.4 democratic;
 - 2.5 pacesetter; and
 - 2.6 commanding?
3. What is the assessment of the respondents on the influence of the leadership styles of their senior and junior managers in their initiatives with regards to the following:
 - 3.1 Characteristics
 - 3.1.1 self-starting;
 - 3.1.2 proactive; and
 - 3.1.3 persistent?
 - 3.2 Constructs of Initiative
 - 3.2.1 self-efficacy;

- 3.2.2 need achievement;
- 3.2.3 perceived supervisor's support; and
- 3.2.4 individualistic cultural values?

4. Are significant differences existing on the assessment of the respondents on the influence of the leadership styles of their senior and junior managers in their initiatives when their profile variables are considered as the test factors?
5. Is the recognition of the employees on the leadership styles of their senior and junior manager statistically correlated to their assessment on the influence of it on their initiatives in the workplace?
6. Based from the findings and results of the study, what strategic people management shall be formulated to improve employee initiatives in the workplace?

Hypotheses:

The following null hypotheses are tested in this study at .05 Level of Significance:

Ho1: There is no significant difference on the assessment of the respondents on the influence of the leadership styles of their senior and junior managers in their initiatives when their profile variables are considered as the test factors.

Ho2: The recognition of the employees on the leadership styles of their senior and junior manager statistically correlated to their assessment on the influence of it on their initiatives in the workplace.

Significance of the Study

Leadership styles of managers both senior and junior managers are indeed important in determining the success of the organization as well as the employees' initiatives in the workplace. Leadership is important to the business since it serves as a crucial management function that assists in allocating resources to increase effectiveness and achieve objectives. Generally, employee initiative is quite advantageous to any organization. It outlines the characteristics of motivated personnel as well as the objectives and core principles of the business or to put it another way, employees take initiative and participate not just because they are expected to but also because they have an emotional investment.

Scope and Delimitations

The study will focus on the assessment of the employee on the influence of the leadership styles of their senior and junior managers on their initiatives in the workplace. The study will use descriptive-correlational research design employing the quantitative method of research. The employees of selected engineering companies in Ho Chi Minh City shall be used as the respondents of the study.

Method

This research study employed a descriptive correlational design using quantitative methods which is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories as well as identifying the significant relationship using correlation. According to McBurney & White (2009), Descriptive correlational design is used in research studies that aim to provide static pictures of situations as well as establish the relationship between different variables (McBurney & White, 2009).

This research study targeted the employees of the three selected engineering companies in Ho Chi Minh City and participated by 180 respondents. The purposive sampling is used in this study, based on following criteria to include (1) Must be an employee of any of the three selected companies in Ho Chi Minh City, (2) Must be in the company for not less than a year; (3) Has experiences and observations on

the leadership styles of their senior or junior managers in the workplace; and (4) Must be willing to answer the survey, has knowledge of the research issue, and capacity to participate in the research.

Employees of the selected three engineering companies in Ho Chi Minh City comprised the respondents: Dai Nam Viet Construction JSC with 49 employees; Mien Bac Construction Consultant Ltd., with 62 employees; and Mien Nam Steel Structure JSC with 69 employees, 13 probationary and 1 permanent employee participated the survey. The employees are selected based on the criteria set by researcher in this study.

A self-made questionnaire is constructed and presented to the research adviser and research experts for content validation and for reliability test, it is pilot tested to those who are not a part of the study after which all necessary suggestions are incorporated before administering to the target respondents. In the process of formulating the best survey questions, the researcher is guided by the statement of the problem, the conceptual and theoretical frameworks, related literature and studies as well as the motivation and reasons in conducting this.

Ethical Considerations

The respondents are briefed about the research topic, its objectives, and components of the survey questionnaire before the actual survey. The necessary permissions and approval from the company including other parties was sought for the needed information or data that provided the answers on the statement of the problems and achievement of the research goals. In addition, the requirements of ethical principles and confidentiality of responses and identify is not revealed. The researcher includes the confidentiality clause in the letter to respondents and survey questionnaire. The researcher assured that the information is used purely for this particular research and other related academic purposes only. All the sources of literature and studies are acknowledged through proper citations and referencing included in this research paper.

RESULTS AND DISCUSSION

Profile of the Respondents

The survey predominantly features respondents aged 31-35 (37.8%), indicating a millennial majority, with those 41 and older comprising the smallest group (5%). Reflecting global trends, millennials are becoming the dominant force in the workforce, expected to represent 75% by 2025, as highlighted by TeamStage (2023). This generation values adaptability and diverse experiences, preparing for rapid professional changes. The gender distribution shows a majority of male respondents (72.2%), underscoring prevalent discussions on gender-specific leadership traits and the positive impact of gender diversity in organizational leadership, as noted by Wille et al. (2018).

Educationally, most respondents are pursuing master's degrees (45.6%), with a minimal portion holding certification/vocational qualifications (0.6%). This trend suggests a high value placed on advanced education for career advancement and specialized knowledge, as supported by Indeed (2023). Employment status data reveal a significant majority of contractual employees (92.2%), with permanent/regular employees being notably rare (0.6%). This reflects a growing trend towards flexible employment arrangements, where individuals are engaged on a project or fixed-term basis, aligning with Indeed's (2023) definitions of contractual work.

Respondents Recognition on the Following Leadership Styles of their Senior and Junior Managers in the Workplace

a. as to Visionary

The survey revealed that the statement "Our manager ensures that our work is aligned with a larger purpose or mission" received the highest rating, with a mean of 3.57, indicating strong employee recognition of their managers' efforts to connect daily tasks with overarching goals. Conversely, "Our manager vividly illustrates what success means for our team" scored the lowest, with a mean of 3.37, suggesting areas for improvement in clearly defining success. Overall, with a composite mean of 3.47, the findings suggest that employees generally acknowledge their managers' leadership but see potential for enhancing how success is communicated and envisioned.

These results emphasize the value of visionary leadership in motivating and engaging employees by aligning their work with a broader mission and providing a clear success roadmap. The importance of such leadership is supported by research, including Sajjad and Jamil (2021), which found that visionary leadership fosters employee creativity through enhanced job autonomy and encouraging employee voice, ultimately leading to greater innovation.

To capitalize on these insights, it is recommended that organizations bolster visionary leadership practices, ensuring managers effectively communicate a compelling vision and align team efforts with the organization's larger purpose. Further, developing managers' skills in articulating a clear vision for success could significantly boost team motivation and engagement, contributing to a more innovative and creative workplace environment.

b. as to Coaching

The survey revealed that employees highly value their managers' coaching approach, with the indicator "With a mentoring approach, my manager helps me navigate challenges and overcome obstacles" scoring the highest at a mean of 3.73. In contrast, the value of "Constructive feedback and mentorship from my manager for my growth and development" was slightly lower, with a mean of 3.43, yet still recognized positively. These results underscore the critical role of coaching and mentorship in the workplace, suggesting that employees appreciate the guidance and support from their managers in overcoming professional challenges and in their personal development.

Research by Nguyen and Le (2019) supports this, indicating that coaching behaviors are more prevalent among junior managers and positively correlate with transformational and transactional leadership styles, but not with laissez-faire leadership. This highlights the importance of a proactive, supportive management style in enhancing team performance and individual growth.

Organizations are encouraged to continue promoting a coaching-oriented leadership style, investing in training and resources to bolster managers' abilities to mentor and provide constructive feedback. Such efforts can further enhance employee motivation, skill development, and overall workplace productivity, fostering a culture of continuous improvement and support.

c. as to Affiliative

The study highlights the importance of a positive work environment and teamwork, with the indicator "A positive and supportive work environment is nurtured by the manager" scoring the highest mean of 3.72. In contrast, "Emphasis on teamwork and fostering collaboration among team members by the manager" scored lower, with a mean of 3.28, though both indicators were deemed "highly recognized." This suggests employees greatly value managers who create nurturing atmospheres and encourage collaboration. Aligning with Nguyen's (2019) research, affiliative leadership, known for enhancing employee performance by promoting a

positive environment and strong relationships, is validated. Despite the lower score for teamwork emphasis, the overall high recognition indicates a strong appreciation for leaders who focus on both individual support and team collaboration. To bolster job satisfaction and team effectiveness, organizations should further embrace and develop affiliative leadership qualities, ensuring managers have the tools to foster a supportive, collaborative work culture.

d. as to Democratic

The study reveals a preference for democratic leadership, with the highest mean score of 3.58 for promoting an inclusive culture and collective decision-making, while active engagement in decision-making by the manager scored slightly lower at 3.18. Despite the variance, all indicators are recognized positively, underscoring the effectiveness of democratic leadership in enhancing employee job satisfaction. This leadership approach, which emphasizes employee participation and empowerment in decision-making, is linked to increased responsibility, ownership, and ultimately, job satisfaction. The findings highlight the importance of inclusivity and collective decision-making, suggesting that while managers are valued for seeking team input, there's a stronger appreciation for those who foster an inclusive decision-making culture. To capitalize on these insights, organizations should further endorse democratic leadership, equipping managers with the skills to encourage participation and inclusivity, thereby cultivating a more engaged, responsible, and satisfied workforce.

e. as to Pacesetting

Employees highly value leadership that challenges and encourages them to excel, as shown by the highest mean score of 3.67 for motivation. In contrast, recognition and reward for outstanding performance scored slightly lower at 3.38. Both indicators are positively recognized, highlighting the effectiveness of transformational and pacesetting leadership styles in enhancing employee motivation and creativity. The study by Nguyen, Nguyen, and Nguyen (2019) supports this, showing a positive impact of transformational leadership on creativity. Organizations are advised to foster pacesetting leadership, providing training for managers to effectively challenge and recognize employees, aiming for a motivated and high-performing workforce.

f. as to Commanding

Employees value a structured and organized work environment, as indicated by the highest mean score of 3.70 for managerial guidance in structuring the work environment. However, the clarity in setting boundaries, roles, and responsibilities received a lower mean of 3.21. All indicators are positively recognized, suggesting that both commanding and transformational leadership styles are appreciated for contributing to job satisfaction and work efficiency. Le and Tran (2020) also found that transformational leadership significantly enhances job satisfaction, particularly when coupled with work engagement. This underscores the need for leaders to focus on engaging employees to boost satisfaction. Organizations should thus promote leadership that clearly defines roles and fosters an organized environment, providing managers with the necessary support to develop these skills for improved workplace productivity and clarity.

Table 1
Respondents Recognition on the Following Leadership Styles of their
Senior and Junior Managers in the Workplace

INDICATORS	MEAN	SD	INTERPRETATION	RANK
1. Coaching	3.53	0.49	Highly Recognized	1
	3.52	0.47	Highly Recognized	2

2. Affiliative				
3. Democratic	3.48	0.48	Recognized	3.5
4. Pacesetter	3.48	0.51	Recognized	3.5
5. Visionary	3.47	0.50	Recognized	5
6. Commanding	3.42	0.48	Recognized	6
Overall Mean	3.48	0.49	Recognized	

LEGEND: HIGHLY RECOGNIZED (4)=3.51-4.0; RECOGNIZED (3)=2.51-3.50; SLIGHTLY RECOGNIZED (2)=1.51-2.50; NOT RECOGNIZED (1)=1.0-1.50

Table 1 shows employees recognize various leadership styles, with "Coaching" receiving the highest approval (mean of 3.52) and "Commanding" the least (mean of 3.42), yet all styles are acknowledged positively. This indicates a preference for coaching, aligning with research suggesting transformational leadership enhances coaching effectiveness and employee performance. Despite "Commanding" being less favored, it's still valued, highlighting the diverse leadership needs in the workplace. Organizations should focus on promoting coaching and transformational leadership to support employee development, ensuring managers are equipped with the necessary skills for effective coaching. This approach can foster a culture of growth and continuous learning.

Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives through Characteristic as to Self-Starting

Leadership styles are deemed "influential," particularly in fostering proactive behaviors among employees. The highest recognition was for the initiative to seek growth opportunities, reflecting the positive impact of leadership, especially transformational leadership, on encouraging such behaviors. This aligns with Phan et al. (2021), who found transformational leadership boosts employees' proactivity by inspiring and providing necessary resources. Although confidence in leading new initiatives scored slightly lower, it remains influential. These insights highlight the role of leadership in promoting initiative and growth among employees. Organizations should thus focus on enhancing leadership approaches that empower and motivate employees to explore and take on new challenges, ensuring managers are equipped to support a proactive and innovative work environment.

Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives through Characteristic as to Proactive

Employees are seen as proactive and innovative, with the highest engagement in seeking process improvements (mean of 3.77) and a slightly lower emphasis on pursuing new growth opportunities (mean of 3.36), both considered "influential." This reflects positively on leadership styles that encourage proactive problem-solving and innovation. Transformational leadership, known for inspiring and motivating, positively impacts employee creativity, contrasting with the negative effects of autocratic and laissez-faire styles. These insights underscore the importance of leadership in promoting a culture of innovation and

proactivity. Organizations should focus on leadership development that empowers employees to seek improvements and growth, fostering a dynamic and innovative workplace environment.

Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives through Characteristic as to Persistent

Leadership styles are broadly seen as influential, with a composite mean of 3.49, indicating a positive impact on employee persistence and resilience. The highest-rated indicator, "I remain determined and resilient in the face of setbacks or obstacles" (mean of 3.71), highlights employees' capacity to persevere through challenges, reflecting the effectiveness of transformational leadership in fostering persistence. Conversely, "I consistently put in effort and work diligently to achieve desired outcomes" scored lower (mean of 3.19) but is still influential. This suggests that while all aspects of perseverance are valued, there's a particular appreciation for resilience in adversity. Organizations should thus focus on enhancing transformational leadership qualities to support and encourage employee resilience and persistence, ensuring a workforce that is adaptable and committed to achieving goals despite challenges.

Table 2
Summary on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives as to Characteristic

INDICATORS	MEAN	SD	INTERPRETATION	RANK
1. Proactive	3.50	0.48	Influential	1
2. Persistent	3.49	0.47	Influential	2
3. Self-Starting	3.46	0.42	Influential	3
Overall Mean	3.48	0.46	Influential	

LEGEND: HIGH INFLUENCE (4)=3.51-4.0; INFLUENTIAL (3)=2.51-3.50; SLIGHT INFLUENCE (2)=1.51-2.50; NO INFLUENCE (1)=1.0-1.50

Table 2 shows that leadership styles significantly influence employee initiative, with "Proactive" behavior scoring the highest (mean of 3.50) and "Self-starting" slightly lower (mean of 3.46), indicating a culture that values and encourages proactive and autonomous actions. This suggests leadership effectively promotes a proactive work culture. Transformational leadership, known for enhancing job satisfaction by inspiring and motivating employees, is highlighted as particularly effective in fostering such an environment. The findings suggest that adopting leadership styles that encourage proactivity and autonomy can lead to a more engaged and satisfied workforce. Organizations are advised to support managers in developing these leadership qualities to cultivate a dynamic and self-driven workplace.

Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives through Constructs of Initiative as to Self-Efficacy

The indicator "I am confident in my ability to make a positive impact through my initiatives" was highly recognized, reflecting employees' strong belief in their capacity to effect positive change, a testament to the positive influence of leadership on self-efficacy. Conversely,

"I trust myself to overcome obstacles and achieve desired outcomes" was also influential, albeit slightly less so. The study also found job satisfaction and organizational commitment to be key factors that mediate the relationship between leadership styles and employee self-efficacy (Nguyen et al., 2018). These insights underscore the importance of leadership in enhancing employees' confidence and belief in their abilities. Organizations are thus advised to foster leadership that empowers employees, with a focus on building their self-efficacy, through supportive management practices that encourage confidence and self-reliance among staff.

**Assessment of the Respondents on the Influence of the Leadership Styles
of their Senior and Junior Managers in their Initiatives through
Constructs of Initiative as to Need Achievement**

Leadership styles are seen as influential in encouraging employees to set high standards and seek growth, with the highest mean score for self-imposed high standards (3.56) and a slightly lower score for seeking challenges (3.19). This indicates a strong employee drive for personal and professional development, influenced by leadership, particularly transformational leadership, which positively impacts employees' achievement needs. Conversely, transactional leadership shows a negative effect. These insights highlight the significance of transformational leadership in motivating employees towards excellence and continuous improvement. Organizations are advised to foster leadership that supports ambitious goal-setting and continuous learning, providing managers with the necessary tools to cultivate a culture of high achievement and ongoing development.

**Assessment of the Respondents on the Influence of the Leadership Styles
of their Senior and Junior Managers in their Initiatives through
Constructs of Initiative as to Perceived Supervisor's Support**

Leadership styles are deemed to have a "high influence" on employee perception, with an overall mean of 3.54. Employees particularly value receiving constructive feedback and recognition for proactive contributions, as indicated by the highest mean score of 3.71. This suggests that employees appreciate feeling supported and acknowledged by their supervisors. Conversely, the belief in supervisors' appreciation for initiative-taking efforts scored lower at 3.34 but still reflects a significant positive impact. Research by Vuong et al. (2022) supports that transformational leadership enhances employee initiative and perceived support, with employee engagement playing a mediating role. This highlights the effectiveness of transformational leadership in creating an environment that fosters employee engagement, initiative, and support. Organizations are advised to foster leadership styles that not only empower employees but also actively recognize their contributions, enhancing leadership skills to support a culture of appreciation and motivation.

**Assessment of the Respondents on the Influence of the Leadership Styles
of their Senior and Junior Managers in their Initiatives through
Constructs of Initiative as to Individualistic Cultural Values**

Leadership styles are highly influential in promoting a culture that values individualism and personal initiative, with the highest appreciation for celebrating individualism (mean of 3.63) and slightly less for

autonomy in decision-making (mean of 3.41). This indicates employees value a work environment that supports individual contributions and autonomy. Reflecting on Vuong and Napier's (2018) study, transformational leadership aligns well with collectivist cultures by fostering group harmony and inspiring shared goals, yet also supports individualism. These insights suggest the effectiveness of leadership in encouraging personal initiative and decision-making autonomy. Organizations are advised to enhance leadership approaches that empower individualism and autonomy, providing managers with the tools to cultivate a supportive and empowering workplace culture. This can lead to a more innovative and self-reliant workforce.

Summary on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives as to Constructs of Initiative

Leadership styles significantly impact workplace culture, with "individualistic cultural values" and "self-efficacy" being highly influential among employees, scoring means of 3.57 and 3.41, respectively. This suggests a strong employee preference for a culture that supports individualism and personal initiative, while also valuing self-efficacy. The findings highlight the effectiveness of leadership in promoting a work environment that celebrates autonomy and individual contributions. Organizations are advised to foster leadership that aligns with these values, enhancing individual empowerment and confidence. Providing managers with the necessary support and training to cultivate such a culture can lead to a more innovative and self-driven workforce.

Table 3

Summary on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives

INDICATORS	MEAN	SD	INTERPRETATION	RANK
1. Constructs of Initiative	3.49	0.09	Influential	1
2. Characteristic	3.48	0.10	Influential	2
Overall Mean	3.49	0.10	Influential	

LEGEND: HIGH INFLUENCE (4)=3.51-4.0; INFLUENTIAL (3)=2.51-3.50; SLIGHT INFLUENCE (2)=1.51-2.50; NO INFLUENCE (1)=1.0-1.50

Table 3 shows leadership styles significantly influence employee initiatives, with "Constructs of Initiative" scoring slightly higher (mean of 3.49) than "characteristic" (mean of 3.48), both deemed "influential." This suggests leadership plays a crucial role in motivating employee actions and initiatives. Research by Tran et al. (2020) supports that transformational leadership enhances employee self-initiative, contrasting with the negative impact of passive leadership. These insights highlight the importance of leadership that actively supports and encourages employee initiatives. Organizations should prioritize leadership development that empowers employees, enhancing their engagement and productivity through targeted training and support for managers.

Table 4
Significant Differences Existing on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives as to Age

INDICATORS	MEAN	SD	F-VALUE	SIG VALUE	DECISION ON HO	INTERPRETATION
1. Characteristic	3.48	0.10	0.76	0.56	Accept	Not Significant
2. Constructs of Initiative	3.49	0.09	0.07	0.99	Accept	Not Significant
OVERALL	3.49	0.09	0.08	0.99	Accept	Not Significant

@.05 Level of significance

Table 4 reveals no significant age-related differences in how respondents perceive the impact of leadership styles on their initiatives, with both "Characteristic" and "Constructs of Initiative" showing similar means (3.48 and 3.49, respectively) and high significance values (0.56 and 0.99), indicating the null hypothesis stands—there are no notable differences. This uniformity suggests that across age groups, employees similarly value leadership that aligns with their initiatives. Echoing a 2022 Lever report, this may reflect a broader trend where, regardless of age, individuals prioritize meaningful work aligned with their values over higher compensation, underscoring the importance of leadership that resonates with employees' desire to contribute to meaningful advancements.

Table 5
Significant Differences Existing on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives as to Sex

INDICATORS	SEX	MEAN	SD	T-VALUE	SIG VALUE	DECISION ON HO	INTERPRETATION
Characteristic	Male	3.49	0.10	0.15	0.70	Accept	Not Significant
	Female	3.48	0.11				
Constructs of Initiative	Male	3.48	0.08	0.92	0.34	Accept	Not Significant
	Female	3.49	0.11				
OVERALL	Male	3.48	0.08	1.01	0.32	Accept	Not Significant
	Female	3.49	0.10				

@.05 Level of significance

Table 5 indicates no significant gender differences in how respondents perceive leadership styles' impact on their initiatives, with both "Characteristic" and "Constructs of Initiative" showing similar mean scores and standard deviations for males and females. The low t-values and high significance values further

confirm the lack of statistical difference between genders. This consistency across indicators suggests gender does not influence perceptions of leadership impact in this study. Despite some societal perceptions of gender differences in leadership effectiveness, as noted by Parker et al. (2018), where opinions on gender superiority in leadership vary, this study's findings highlight that such differences are not evident in the respondents' assessments of leadership influence on their initiatives.

Table 6

Significant Differences Existing on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives as to Educational Attainment

INDICATORS	MEAN	SD	F-VALUE	SIG VALUE	DECISION ON HO	INTERPRETATION
1. Characteristic	3.48	0.10	2.29	0.06	Accept	Not Significant
2. Constructs of Initiative	3.49	0.09	1.30	0.27	Accept	Not Significant
OVERALL	3.49	0.09	1.36	0.25	Accept	Not Significant

@.05 Level of significance

Table 6 examines the impact of educational attainment on perceptions of leadership styles, revealing subtle differences. The "Characteristic" indicators show a borderline significance value of 0.06, suggesting a potential statistical difference, whereas the "Constructs of Initiative" indicators, with a significance value of 0.27, indicate no significant difference. The mixed results—near significance in one set and clear insignificance in the other—suggest that while educational attainment may influence perceptions of certain leadership characteristics, it does not uniformly affect all aspects of leadership perception. The overall tendency towards no significant difference, with a combined significance value of 0.25, implies that educational attainment does not drastically alter perceptions of leadership's influence on initiatives. However, the nuanced difference in the "Characteristic" indicators warrants further exploration to understand its implications fully. This analysis points to the complexity of leadership perception and the potential influence of educational background, highlighting the need for leaders to possess both technical project management skills and the ability to navigate the nuances of leadership influence across diverse educational backgrounds.

Table 7
Significant Differences Existing on the Assessment of the Respondents on the Influence of the Leadership Styles of their Senior and Junior Managers in their Initiatives as to Employment Status

INDICATORS	MEAN	SD	F-VALUE	SIG VALUE	DECISION ON HO	INTERPRETATION
Characteristic	3.48	0.10	4.80	0.01	Reject	Significant
Constructs of Initiative	3.49	0.09	0.23	0.80	Accept	Not Significant
OVERALL	3.49	0.09	0.54	0.58	Accept	Not Significant

@.05 Level of significance

Table 7 reveals significant differences in how respondents perceive leadership styles' impact on their initiatives based on employment status, with a notable distinction in the "Characteristic" indicators (mean of 3.48, SD of 0.10, F-value of 4.80, SIG VALUE of 0.01) indicating a significant difference. In contrast, the "Constructs of Initiative" show no significant difference (mean of 3.49, SD of 0.09, F-value of 0.23, SIG VALUE of 0.80). The overall analysis suggests no significant difference when both sets are combined (F-value of 0.54, SIG VALUE of 0.58), indicating that employment status does not broadly affect perceptions of leadership influence. This highlights a specific area where employment status impacts perceptions significantly ("Characteristic") but not across all areas of leadership influence. Leadership styles, as noted by Jazz HR (2023), play a crucial role in employee performance, with the effectiveness of styles like authoritarianism varying by context. Understanding the specific impact of employment status on perceptions of leadership could offer insights into tailoring leadership approaches to different employee groups.

Table 8
Correlation between Employee Recognition on the Leadership Styles of their Senior and Junior Managers in the Workplace and Employee Initiatives

Variable Tested	R-Value	Degree of Correlation	Sig Value (2 tailed)	Decision on HO	Interpretation	
Employee Recognition on the Leadership styles	Employee Initiatives	.393	Weak Positive Correlation	.000	Reject Ho/ Ho Not Supported	Significant

Table 8 shows the test of significant relationship between employee recognition on the leadership styles of their senior and junior managers and their initiatives in their workplace. Data reveals that there is a weak positive correlation between the variables tested with the R value of .393. This means that the higher the recognition of the employee on the leadership styles of their senior and junior managers the higher their

initiative in the workplace. Employees are able to perform their task and beyond because they were influenced by the leadership styles of their senior and junior managers. On the other hand, the 2-tailed significance value of .000 indicates the rejection of the null hypothesis and confirms that leadership styles which are recognized by the employees really influence the employee's initiative in the workplace. Because every action a leader does has an impact on the corporate culture—helping, hurting, or hindering it—leadership has a significant effect on employee engagement and initiative. Employee experience, which is influenced by culture, affects how employees view their jobs during the length of their employment with a company and fosters engagement and initiatives.

Conclusion

1. The majority of respondents are in the Millennials Generation age group, a higher proportion of male respondents, a significant presence of respondents with units in masteral education, and a predominant contractual employment status.

2. Respondents generally recognized their senior and junior managers' leadership styles, with variations across leadership styles. Visionary and coaching styles were highly recognized, while democratic and pacesetter styles received lower recognition. Overall, the leadership styles were perceived as "recognized."

3. The respondents indicated their perceptions of the influence of leadership styles on their initiatives. Notably, the "coaching" style ranked highest in influence, while the "commanding" style had the least influence. Overall, the leadership styles were perceived as "influential."

4. There are no significant differences in the recognition and influence of leadership styles based on age, sex, educational attainment, and employment status. In other words, these demographic factors did not appear to have a substantial impact on respondents' perceptions of leadership styles.

5. Significant relationship between employee's recognition on the leadership styles of their senior and junior manager and employee's initiative in the work place exists.

Recommendations

Based on the summary of findings and conclusions of the study, the following recommendations are formulated for consideration:

1. Conduct leadership development and training programs to cater to the needs and preferences of Millennials group and other age groups, consider diversity and inclusion initiatives to ensure equitable opportunities for all genders. Furthermore, since a significant portion of respondents have units in masteral education, organizations can promote ongoing learning and development opportunities to capitalize on their educational background. With a majority of respondents in contractual positions, companies should focus on strategies to engage and motivate contract workers and consider their unique employment needs.

2. Encourage leaders and managers to continue practicing visionary and coaching leadership styles, as these were highly recognized by respondents. For leadership styles like democratic and pacesetter, which received lower recognition, training and development initiatives can be designed to enhance these skills and encourage their implementation in the workplace.

3. Invest in training managers to adopt coaching approaches to foster employee growth and development and for the "commanding" style, which had the least influence, it may be beneficial to educate managers on alternative leadership approaches that promote a more collaborative and employee-centric culture.

HUONG THANH KHANG/ Afr.J.Bio.Sc. 6(Si2) (2024)

4. Continue to monitor and analyze these factors over time to ensure that leadership practices remain inclusive and effective. Conducting regular surveys or feedback sessions to gather employee perspectives on leadership styles can help organizations remain agile in addressing any emerging differences or preferences.

5. Improve and have a continuous leadership development program for the senior and junior managers for the employee to be more inspired and more fond of having work initiative that will boost the organization productivity.

6. Formulate a strategic people management to improve employee initiatives in the workplace

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