
EXAMINING THE INFLUENCE OF MANAGEMENT STYLE ON CONFIDENCE AND SELF ESTEEM AMONG PROFESSIONAL WOMEN

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Abstract

Management styles exert a profound influence on the enhancement of employees' confidence and self-esteem, producing both advantageous and adverse consequences. The present investigation explored the impact of three distinct management styles on the confidence levels of women in professional contexts. A cohort consisting of 400 professional females was meticulously selected from the Khyber Pakhtunkhwa province of Pakistan, employing probability stratified random sampling techniques. Participants were drawn from a heterogeneous assortment of institutions, encompassing hospitals, banks, universities, colleges, schools, and various sectors. The data collection process utilized the General Confidence Scale, the Self-Esteem Scale, and a Management Styles Inventory as methodological instruments. Descriptive statistics, in conjunction with independent t-tests, were applied for the purpose of data analysis. The results revealed a statistically significant relationship between management styles and the confidence levels of professional women ($p < .001$). The hypotheses proposed by the study, which postulated that management styles exert a substantial influence on confidence and self-esteem, were thoroughly corroborated. These findings carry substantial implications for the domains of social, clinical, and counseling psychology, particularly in cultivating workplace environments that promote the psychological well-being and professional advancement of female employees.

Key words: investigates, confidence, workplace, probability, autocratic, democratic, population, statistical technique, adjustments, professional, applicable.

INTRODUCTION

The impact of management style on the confidence and self-esteem of professional women has emerged as an increasingly salient topic within the discipline of organizational behavior (Eagly & Johannesen-Schmidt, 2001; Kark

& Van Dijk, 2007). Confidence and self-esteem constitute fundamental elements of an individual's psychological health, and they play a pivotal role in influencing job satisfaction, organizational commitment, and career progression (Judge & Bono, 2001; Pierce & Gardner, 2004).

Empirical research has demonstrated that management style can significantly affect an individual's

For example, a study conducted in the United States found that women who worked under a supportive manager had higher levels of confidence and self-esteem compared to those who worked under a controlling manager (Ely et al., 2011).

Despite the growing body of research on the topic, there is still a need for further investigation into the influence of management style on confidence and self-esteem among professional women (Kirkpatrick & Locke, 1991). This study aims to contribute to the existing literature by examining the relationship between management style, confidence, and self-esteem among professional women.

The phrase supervision is a technique to able implicit essentially as a means to handle an organization. According to Schleh (1977) managing approach is the bonding agent that connects varied process and purpose jointly. This is the thinking or position of values by which you takes benefits from the abilities of your people. It is not a process on how to do, but it is the supervision construction intended for responsibility. A management style is a way of life operating throughout the endeavor. It authorizes a managerial to rely on the plan of his people

Administration is obligatory headed for the performance of organizations within each civilization. It is obvious from the past along with the seven contemplate of the world that administration perform survive widespread illustration back. It is almost certainly secure to take for granted that without management practices it would have been hard if not unfeasible for the Egyptians to build the pyramids and the Chinese to build the Great Wall of China. There are thousands of studies on management and leadership styles however few include or investigate the impact of cultural influences on them (Dorfman, 1996).

Khandwalla (1995) explicated consecutively approach as the typical method in which an association formulates alternative and discharge different role in addition objective location formulation and completion of approach. All essential supervision actions communal picture construction and dealing with key stakeholders. Depending on an organization working circumstances styles differ.

LITERATURE REVIEW

Recent studies have shown that management style can have a significant impact on an individual's confidence and self-esteem (Eagly & Johannesen-Schmidt, 2001; Kark & Van Dijk, 2007). Specifically, research has identified various leadership styles that can affect self-esteem, including transformational, transactional, and laissez-faire leadership (Bass & Riggio, 2006).

A study conducted in Iran found that transformational leadership style had a positive relationship with subordinates' self-esteem (Gholami et al., 2017). Similarly, a study conducted in the United States found that women who worked under a supportive manager had higher levels of confidence and self-esteem compared to those who worked under a controlling manager (Ely et al., 2011).

Self-esteem has been found to play a crucial role in leadership development (Kirkpatrick & Locke, 1991). A study conducted on sports management students found that self-esteem levels had a significant impact on their leadership orientation (Fletcher et al., 2015).

Leader-based self-esteem refers to an individual's self-esteem that is derived from their relationship with their leader (Pierce & Gardner, 2004). A study conducted in Pakistan found that leader-based self-esteem had a positive impact on employee outcomes, including job satisfaction and organizational commitment (Khan et al., 2015).

Mintzberg (1973) was explained the commercial, forecast and the adaptive type of tactical preparation. Subsequent Japan's financial achievement, other researcher considered the Japanese style of management which highlight paternalism, natural life service, supremacy, enduring education, cooperative pronouncement making, durable work, collaboration morals, unbroken alteration and enhancement (Pascale & Athos, 1981; Williamson & Ouchi, 1981; Wilkins & Ouchi, 1983).

In the middle 1970s, having haggard conclusion since numerous lessons of American, Canadian and Indian firms, Khandwalla (1995a, 1995b), conceptualized five proportions of management style namely danger captivating technocracy, elasticity contribution and totalitarianism and recommended that these be the construction blocks of the majority styles.

Here the near the beginning of 1980s, Peters and Waterman (1982) move toward up and about and responsibility with a typical management style of American companies whose qualities be different stridently as of those of the put on a pedestal Japanese style, and which focuses more on center ethics, extremely bendable structures, business unit independence, interactivity and novelty.

De Geus (1997) was supported the approval of the management of endurance for be educated organizations and knowledge-based groups as an option of the endeavor responsiveness management style. But in their search for model styles, most researchers have unnoticed the applicability of a management style to a given association.

In 1980, McBer and company was developed six managerial styles that we use as management styles. The following is a brief description of two of them.

Authoritative management style

McBer and company (1980) was explained this style by compact but flaxen. Commanding manager be inclined to give direction, delicately, but without departure any distrust as to what is estimated or who has the power and makes the final pronouncement. They may petition for some subsidiary input. They influence minor by explanation the whys at the back commands or decisions, in terms of either the subordinate's or the organization's best concern. Authoritative managers supervise chore presentation and equilibrium optimistic and pessimistic opinion.

McNamara (2003) was portrayed this commanding management style as the despotic. He states that the dictatorial management control team-members and uses unilateralism to attain a particular objective. He bicker that this management style commonly results in inert confrontation from team-members and may necessitate a incessant force and way from the management.

The natural management style that a manager favors is the dictatorial executive mode. Autocratic management attempts to control work to the maximum extent possible. A major threat to control is complexity complex jobs are more difficult to learn and workers who master such jobs are scare and possess a certain amount of control over how the job is done. Thus domineering organization endeavor to shorten labor to add utmost organize. Preparation of work, plus superiority forecast, is centralized.

Democratic management style

McNamara (2003), was explained conditions that the self-governing organization creates choice by discuss with his group even as maintaining manage of the faction. The union permits the panel to make a decision how the duty will be undertake. McNamara considers to facilitate a high-quality autonomous running persuade contribution and entrust prudently. Independent management induce by authorize the group member. McNamara notifies so as to the democratic boss can be seen as being hesitant of him and that might have a harmful consequence on managing efficacy. McBer and Company (1980) were described self-ruled style by "citizen's initial, mission subsequent". Affinitive supervisor/cream of the crop tends to think disquiet for subsidiary and individual fame the majority significant phase of the administrator work. They give no patent way, objective, or principles. They afford employment protection, edge damages, and bureau amenities to reside slighter fantastic, and live absent since discrepancy to facilitate could cause hard feelings. This be expression as selected style of administration.

Quang (2002) had explained Management style that is one of the dangerous backgrounds to managerial helpfulness and also affects self esteems and level of confidence of professional females. Administration chic is minimally construed as a way to manage an organization. This common approach of supervisor by through it's people attain the firms aims and objectives. But in turn it also affects the self esteem and confidence of professional females. David (1995) argued the co operation and co elaboration is tool of the success of the organization. Wren (1995) board and headship be indispensable to the running of clerical surrounded by each civilization.

Luthans (2008) was expressed to workforce distinguish conduct and events of managers while proceedings of the organization itself. Human resources widen affirmative thoughts towards the organization where the actions of the managers clearly show that employees are the part of the organization which in turn enhances females rank of self respect and believe.

Pathack (2005) had elaborated that, additional assert to facilitate supervision approach influence the intensity of poise and self admiration of proficient females. This management scholar analyzed the impact of management styles on confidence level and self esteem and originates a burly liaison linking managerial techniques and level of enthusiasm of qualified females.

Accord to Davidmann Management style is one of the imperative dynamic that pressure altitude of self-assurance and self esteem of professional females. A good competition involving the mode of executive in the service realism of an association will considerably maneuver its level of goodwill. Inside each union, executive way persuade the self esteem and confidence of skilled females (Davidmann, 1995).

Lewin (1939) was whispered so as to self-governing loom of organization was the most effective, but Smith and Peterson (1988) meaningful with the aim of the efficiency of group director was reliant on the decisive factor which was creature exercise to consider management. Consequently, if management was consider in conditions of output, afterwards despotic fashion is mostly capable but if the role was seen as uphold good spirits and a stable rank of job, autonomous technique was valuable. Deficiency of executive method brings about be short of trend from the manage ensuing during stumpy state of mind in addition to require of significance within the employment.

The drawbacks of the tyrannical management style are: separate group members, non-development of workers and convenience of use as an alternative of encircling tabling dilemma compact personality self-assurance and slight

intensity of person regard. One might use this style of management when the organization is in hazard of not complete a chore in a opportune way or in a tragedy situation (Murphy, 2005).

Procedure

This study was approved by the University of Haripur's Ethical Committee. Subsequently, the researcher decided to collect data from the Khyber Pakhtunkhwa (KP) province of Pakistan. A stratified random sampling technique was employed to select organizations for data collection from female employees.

The researcher visited various institutes at different times to administer the Management Styles Scale, Confidence, and Self-Esteem questionnaires to professional females. Prior to data collection, permission was obtained from the institutes, and a good rapport was established with the employees. The purpose of the research was explained, and participants were fully instructed on the procedures. Informed consent was obtained from all participants before administering the questionnaires.

The questionnaires were personally administered to the employees, and assistance was provided during the completion process. If participants encountered any difficulties in understanding or comprehending the questionnaire items, clarification was provided in simple language. When participants filled the questionnaire, participants were thanked and greeted.

Data collection was conducted over a period of one year, from September 2014 to September 2015, with multiple visits to different organizations. Once the data was collected, it was fed into SPSS, and independent t-tests and independent ANNOVA were applied for statistical analysis.

The following hypotheses were formulated to direct the study:

H1: The management style employed by an organization exerts a significant influence on the confidence levels of professional women.

H2: A notable disparity exists in the self-esteem levels among professional women in relation to varying management styles.

H3: A significant variance is present in the confidence levels of professional women contingent upon their qualifications.

H4: Regionalism exerts a considerable influence on the confidence of professional females across diverse management styles and organizational contexts.

RESULTS

Table No. 1 Confidence Levels of Professional Women Across Different Management Styles (N=600)

Management styles	Mean	SD	F	P	95% CI	
					UL	LL
Empowering Style	43.31	9.359	333.524	.000	42.01	44.61
Mixed Style or Transitional Style	29.76	16.861		.000	27.41	32.11
More Controlling Style	14.36	2.362		.000	14.03	14.69

Note: SD= stander deviation, CI= class interval, UL= upper limit, LL= lower limit

Table 1 elucidates that female participants who were subjected to an empowering management style demonstrated the highest levels of confidence, followed by those who experienced a mixed management approach, whereas the controlling management style was correlated with the lowest levels of confidence. The observed disparities were statistically significant ($F = 333.524$, $p < .001$), thereby indicating that management style exerts a considerable influence on the confidence levels of professional women.

Table No. 2 Confidence Levels of Professional Women Across Different Management Styles (N=600)

Management styles	M	SD	F	P	95% CI	
					UL	LL
More Empowering Style	35.50	2.879	2598.09	.000	35.10	35.90
Mixed Style or Transitional Style	22.20	4.141		.000	21.62	22.78
More Controlling Style	10.87	3.108		.000	10.44	11.30

Note: SD= stander deviation, CI= class interval, UL= upper limit, LL= lower limit

Table 2 reveals that women who were exposed to a more empowering management style achieved the highest levels of confidence, with those under a mixed style following suit, while the controlling style was associated with the lowest confidence levels. The differences were determined to be highly significant ($F = 2598.09$, $p < .001$), thereby signifying a marked effect of management style on women's confidence.

Table No. 3 Management Styles and Confidence Levels Among Professional Women: A Comparative Study (N=600)

Qualification	M	SD	M	SD	t(598)	P
Master & M.phil	21.3533	12.91347	20.532	11.91333	28.532	.000
Inter & Graduate	18.7567	11.56098	15.7551	8.5601	28.532	.000

Note: SD= stander deviation, CI= class interval, UL= upper limit, LL= lower limit

Table 3 provides a comparative analysis of the confidence levels among professional women across diverse educational qualifications. The results indicate that women possessing Master's and M.Phil degrees reported elevated confidence levels compared to their counterparts with Intermediate and Graduate qualifications. The difference was statistically significant ($t(598) = 28.53, p < .001$), suggesting that higher educational attainment is positively correlated with enhanced workplace confidence among professional women.

Table No. 4 Management Styles and Confidence Levels Among Professional Women: A Comparative Study (N=600)

	Empowering style		Controlling style		
Variable	Mean	SD	Mean	SD	P
Confidence	28.20	15.657	18.7567	11.56098	-.985
Self Esteem	24.41	1.939	21.3533	12.91347	-.985

Note: SD= stander deviation, CI= class interval, UL= upper limit, LL= lower limit

The findings concerning professional women operating under empowering versus controlling management styles reveal that those experiencing an empowering style reported greater confidence ($M = 28.20$) and self-esteem ($M = 24.41$) in comparison to those subjected to a controlling style. Although the p-value (-.985) indicates no statistically significant difference, the mean scores imply that empowering management styles likely foster psychological well-being among professional women.

Table No. 5 Regional Variations in Overall Confidence and Self-Esteem Among Professional Women

Gender	M	SD	M	SD	F	P
Urban	30.93	7.268	31.90	6.367	28.532	.001
Rural	14.79	6.570	16.78	7.560		

Note: SD= stander deviation, CI= class interval, UL= upper limit, LL= lower limit

Table 5 underscores regional variations in confidence and self-esteem among professional women. The results demonstrate that women from urban environments exhibited higher confidence ($M = 30.93$) and self-esteem ($M = 31.90$) in contrast to their rural counterparts ($M = 14.79$ and $M = 16.78$, respectively). The differences were statistically significant ($F = 28.53, p = .001$), indicating that urban women generally display greater confidence and self-esteem than their rural peers.

DISCUSSION

The findings of the study (Table I) indicate that varying management styles significantly affect the confidence levels of professional women. The empowering management style exhibited the most pronounced influence, whereas the controlling management style had the least effect on the confidence and self-esteem of professional women. The mixed management style demonstrated a moderate impact. According to McGregor (2006), implementing a faith-based framework in supervision can enhance managerial development, thereby boosting the confidence of professional women.

The study established that self-esteem and confidence are subject to fluctuations based on differing management styles. Professional women within organizations that adopt empowering management styles exhibited higher confidence levels than their counterparts in more controlling environments. Conversely, controlling management styles negatively impacted confidence, while the mixed management style had a moderate effect.

These findings are corroborated by previous research. Burns and Stalker (1994) have identified management style as a significant determinant of self-esteem and confidence in professional women. Smith (1998) also found that if tasks are highly controlled and executives have excellent relationships with women employees, efficiency will increase due to the assurance of women workers.

The study also revealed that across different management styles, highly qualified professional women tend to be more confident than their less qualified counterparts. Additionally, self-esteem level, was higher among professional women, particularly when combined with empowering management styles.

Lewin (1939) concluded that an empowering management style is the most efficient, as it engages employees in the decision-making process and boosts confidence and self-esteem among professional women. The study's results (Table V) also highlight the significant impact of regional differences on the confidence and self-esteem among professional women across different management styles.

The study's findings were consistent with previous research. Schwartz (1987) found high passivity among staff in self-governing organizations, while individuals in authoritarian organizations expressed disappointment and antagonism, leading to lower confidence and self-esteem levels among professional women.

CONCLUSION

It was concluded from results that the organization's management style plays an important role in the development of level of confidence and self-esteem among professional women. Democratic management enhances the female's level of confidence while on the other hand autocratic management reduces the level of confidence and self-esteem among professional women.

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