

The Influence of the Leadership Styles of Senior and Junior Managers on Employees' Initiatives towards Strategic People Management

**Khang Thanh Huong¹, Jay A. Sario, DBA, Ed.D, PD-SML²,
Ericson Z. Matias, DBA, PD-SML, PD-TQM³**

<https://orcid.org/0009-0005-8596-7660>¹, <https://orcid.org/0000-0003-4755-3510>²,
<https://orcid.org/0009-0002-0450-2721>³
AMA University, Philippines

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