ABSTRACT
Managers can be coaches, democratic, dictatorial, or consensus builders. Each style has advantages and disadvantages, and most managers apply a mixture of them to achieve success—managers who have the most successful teams assist each team member in growing. To manage effectively, you must be stern but calm, and workers will likely feel good and happy working in an environment that values inclusivity. Having a balance in the workplace is critical for offering empowerment to employees of all backgrounds to believe in their abilities and perform best. Employees with a higher sense of self-worth are more beneficial. Individuals with diverse backgrounds can bring a range of skills and experiences, aptitudes, and encounters to benefit the organization and its operations. While some hybrids of commands can be beneficial in assisting one another, a group’s mix of skills and abilities also means that workers can benefit from one another. By collaborating with individuals from diverse backgrounds, experiences, and styles of work, inventive thoughts can be imagined and then debated among themselves, with feedback and suggestions provided. While one individual may be exceptional at coming up with novel ideas, another may lack the necessary experience to execute them; thus, it is critical to leverage the skills of each individual and abilities and work collaboratively in a group setting. This study will examine various management styles and recommend the most effective one in the contemporary workplace.

I. INTRODUCTION

Background of the Study
The simplest definition of a workplace is “a workplace, such as an office or manufacturing facility. Industry or organization profit maximization is the primary goal of every industry or organization. It is essential to have the right people in place to get the job done. Organizational performance is directly affected by employee satisfaction and comfort. Providing a pleasant work environment, a sense of security, and support from superiors can help managers get the best performance from their employees (Katić et al., 2019). A higher level of employee satisfaction and product quality is the result of all of these factors. Maintaining a positive work environment shows employees that you value their efforts. The researcher of this study drew inspiration for this paper from the increasing diversity on a global scale over the past decade and his own experience while at work with diverse individuals based on their nationality and management style. A common thread runs through all of these styles, which is why this paper aims to evaluate them all and identify one.

With the evolution of the workforce and shifts in employee attitudes, the characteristics of effective management have shifted as well. Workers increasingly value meaningful work and ongoing feedback from supervisors, placing a premium on engaged, thoughtful leadership. While these priorities may appear to be at odds with traditional managerial styles, established leaders can make minor adjustments to improve their teams’ performance. Successful managers in this new era must demonstrate trust and respect for their employees (Katić et al., 2019). This approach can increase employee engagement, recruitment and retention, productivity, and competitive advantage, thereby positioning the business for long-term success.

Modern work environment
The workplace or business environment refers to the location where employees work for their employer. If the company is big enough, it could be either a huge office building or a small home office. We must analyze the properties and criteria of the working environment to manage it optimally. There are four significant differences between the classic workplace and the modern workplace discussed in this article. Individual differences within an organization are referred to as “diversity” (Lu and Wang, 2017). While this may seem obvious, diversity entails personality, gender, age, cognitive style, ethnicity, race, background, education, organizational function as well as a variety of other characteristics. In addition to balancing age groups and gender ratios in the workplace, diversity within a group is essential. Diverse employees are more likely to advance and develop a business because they bring various ideas and perspectives to the table, leading to
continuous innovation and market expansion. When people start to think the same way, creativity suffers, and you'll see the same approaches to work. A firm's growth and development could be stifled by these approaches, leading to the firm's collapse due to fierce competition—people value differences based on gender, age, ethnicity, and economic well-being. Organizations value an increasingly diverse workforce; today's workforce includes individuals globally, resulting in multicultural and multiracial associations. This mixture has created a receptive to different perspectives and ideas (Yin et al., 2020). Modern workplaces are further complicated by technology. People can now control their studies from anywhere thanks to modern technology; the lines between work hours and personal time have blurred, and the lines between work and personal time have blurred.

Styles of Management
The best way to describe the styles of management is as a strategy of leadership that supervisors employ. Management is defined as the art of collaborating with and via others to efficiently accomplish the firm's goals by exhausting the available resources' possibilities. Because management is a broad subject and there are numerous researches, publications, and studies in this sector, each has a unique separation and a distinct way of defining the management styles. In this research, the researcher came across numerous studies that deal with this subject, each with their category of branching the techniques. Still, if the researcher were to summarize all of the work done in this area, the result would be the following: To begin, there is the "visionary or imaginative style," which is viewed as the most suitable in case a firm requires a new direction. Its objective almost certainly leads to the formation of a fresh set of shared visualizations and aims. A visionary leader is concerned with the destination of a group rather than the route; the focus of this, in other words, is on the goal rather than the way, giving people an opportunity to advance, discover, and take perils (Yin et al, 2020).

Secondly is a "Coaching style." This is a one-on-one approach that focuses on developing people, demonstrating how to improve their performance and make even their aims with those of the firm. The coaching style is most effective with employees who demonstrate activity and require additional professional development. However, if it devolves into "micromanagement," the self-confidence of the workforce and motivation will suffer.

Thirdly is an "Affiliative style," which emphasizes the value of partnership and stimulates group accord through improved communication. It is especially critical to rebalancing the team, boosting morale, and reestablishing trust that has been broken and communication within the firm. However, it has drawbacks; endless optimistic responses on the performance of a group may result in poor performance going without correction and convince individuals to accept their insignificance. Another strategy is to adopt a "Democratic style." A democratic manager resolves conflicts or implements changes by soliciting feedback, recommendations, and ideas from crew members. This leader may feel uneasy about making all of the decisions (Debbag and Fidan, 2020).

Additionally, there is a "pacesetting style" in which the leader establishes high-performance standards. They tend to have an obsession with conducting their doings in a better and faster manner and anticipate workers to do so. This style degrades the work environment, as employees feel that they are overwhelmed by the demands of the manager for excellence. While the manager's working guidelines may be clear, if they are inadequately clarified and anticipate individuals to understand what to think and do, it will result in a drop in morale and a sense of failure. However, it has a hidden benefit: by achieving results quickly and efficiently, a high-energy group will be formed that performs admirably in task execution and work quality. Another style is the "Autocratic style," which refers to a management style in which the manager dictates what to do. Employees are generally motivated by fear of discipline if they fall out of line. The organization has specific, straightforward guidelines that workers must follow. The upper management is uninterested in employee feedback. It can be a successful approach in emergencies requiring immediate action. Finally, there is the "Laissez-faire style," which is the polar opposite of autocratic; workforces are allowed to make the majority of resolutions, with management providing direction when necessary; in this case, the manager is viewed not as a leader but as an adviser (Debbag and Fidan, 2020). This management style is prevalent in technology firms and start-ups, where taking risks is heartened. It works best when a group of specialists collaborates and possesses the necessary success abilities to accomplish the sought-after aims.
Statement Problem
The purpose of this study is to examine various management styles and their effect on organizational effectiveness. Numerous relationships at work have been harmed in recent years by certain changes in an organization like reorganization, reengineering and downsizing, all of which pose a significant impact on interactions with supervisors who have less personal involvement; peers who tend to portray increased competition for limited resources; more demanding customers' nature and a less personal organization (Terziev et al., 2017). Managers require more efficient processes and technology to compete and motivation to survive and compete. Among the crucial management challenges in today's business is creating and maintaining an interaction amongst the employer and employee that is more viable. This can be accomplished by an organization adopting an effective management style.

Research Aims
The primary objective
To assess effective management styles and their contribution to the modern workplace's effectiveness (Terziev et al., 2017).

Specific Objectives
- To investigate the various management styles used in today's workplace.
- To ascertain the salient characteristics that distinguish these styles.
- To ascertain the extent to which management styles contribute to the modern workplace's effectiveness (Terziev et al., 2017).

II. LITERATURE REVIEW
This study aims to assess various management styles and their effects on organizational effectiveness in the contemporary workplace. The distinct management styles, with the inclusion of transformational, participative, autocratic and laissez-faire will be used to assess leadership style. Employee Morale, the Organization's Competitive Position, and Customer Satisfaction will all be used to determine the organization's effectiveness. According to Schoar and Zuo (2017), the ability of managers to lead is not learned, taught or created. As a result, considerable effort has been made to comprehend the variety of characteristics associated with leaders. Conferring to the leadership theory namely the trait theory, several significant researches have been conducted to offer results that are more valid for describing the specific leadership traits taught and learned (Schoar and Zuo, 2017). According to Ayub’s (2017) research, successful leaders’ most frequently observed characteristics are integrity, honesty, cognitive ability, self-confidence. Recently, context awareness and the aspiration to lead were added to the list of effective management characteristics (Ayub et al., 2017). Taucean’s (2016) research identifies a "Big Five” model of personality applied to other cultural contexts. Extroverts, emotional stability, a willingness to assert agreeables, challenges, and honesty to experience are some of these characteristics (Taucean 2016).

Lu and Wang (2017) stated that leaders are critical in ensuring the trust of subordinates is gained and motivating them to commit to the successful completion of the assigned project (Lu and Wang, 2017). Al Khajeh (2018) defined leadership influence as follows. First, leaders must possess flawless effect; in other words, they must be charismatic (Al Khajeh, 2018). Leaders can demonstrate competence confidence in their actions. Second, leaders must give inspiration to their followers; this is primarily as a result of their role as encouraging motivators. Leaders must be able to deal with each separately. Each individual is unique in their features, wants, desires, as well as attitude toward particular tasks. As a result, leaders ought to show individual concern for each team member.

Yahaya and Ebrahim (2016) identified the primary behaviors that characterize leaders as information flow control, meeting organization, engaging team members, leading followers, member guidance, team boundary setting and goal clarification. The summative dimensions of leadership dimensions are teamwork, role specification, involving and guiding (Yahaya and Ebrahim, 2016).
Theoretical Framework

Theories of Leadership

Management theories surround the recommended management tactics, which may comprise implementable tools such as outlines besides plans in contemporary firms. In general, specialists will not be reliant on a single theory of management but will incorporate ideas from several distinct theories of management that are most appropriate for their workforce and organizational culture. Until machines are capable of thinking, speaking, and experiencing feelings, human beings will remain the most difficult creatures to manage. Human beings will never attain the level of performance that is free from errors error-free performance provided by machines (Yahaya and Ebrahim, 2016). On the plus side, there are many tasks for which machines are incapable, rendering humans indispensable assets. As a result, effective management is one of the most critical aspects of an organization. For a long time, theorists have debated the most effective management styles for various work settings. This is the point at which management theories become relevant. Although some of these theories date back centuries, they continue to provide sound frameworks for conducting business.

Theories X and Y

Douglas McGregor believed that management style was determined by the manager's assumptions about human nature in the 1960s. He identified two broad categories of beliefs: theory X and theory Y, based on his research. According to Theory X, humans have an inherent dislike for work and must be controlled and directed to accomplish goals. As a result, autocratic and paternalistic management styles become prevalent. According to Theory Y, work is a normal part of life that provides individuals with a sense of fulfillment (Alkahtani, 2016). Respect and recognition can motivate employees to perform at their best. As a result, management styles become more consultative and participative. While McGregor believed that both techniques could be effective, he believed that theory X management could result in demotivation and low performance. In contrast, Theory Y management could result in high levels of motivation and performance.

Theory of System Management

Systems management offers an alternate tactic to organizational management and planning. Conferring to this theory of systems management, businesses, just like the human body, are composed of many constituents that work in harmony to ensure the more extensive system functions to the maximum (Alkahtani, 2016). In accordance to this theory, the success of an organization is contingent upon some critical elements: interrelationships, interdependence and synergy among various subsystems.

The Hypothesis of the Great Man

Since many cultures require heroes to describe their attainments and make justification for their failures, the hunt for search for uniform features of management has been in existence for many years. 'Universal history,' Thomas Carlyle wrote in 1847, "is at the heart of the history of great men who have worked in this country." He believed that leaders are born and that only those men with daring capabilities have the prospective to become leaders, according to his "great man theory" (Alonderiene and Majauskaite, 2016). "Great men tend to be born, not made," he firmly believed. According to Hook, there is a difference between event-making and eventful. It was his contention that, while the historical context of this man's life remained complex, he had little influence on its outcome.

A man's actions, on the other hand, have an impact on the course of events. Without his involvement, events might have taken a very distinct path. Man's role could be determined by "exceptional intelligence, will, and character" rather than "distinct actions." However, as Hitler, Napoleon, and others demonstrated, this concept of leadership was morally bankrupt, casting doubt on the Great Man's theory credibility (Alonderiene and Majauskaite, 2016). Organizational growth was stifled as a result of the irrelevance of these men. The dogma that leaders are born or destined by nature to be in a particular role at a particular time and to exhibit certain characteristics indicative of leadership potential led to the development of leadership theories.

Traits Theory

According to early theorists, those born as leaders possessed specific personality and physical characteristics that differentiate them from those who are not leaders. Trait theories made no assumptions about the genetic or acquired nature of leadership traits. Jenkins distinguished two types of attributes: evolving characters (the
ones not influenced heavily by heredity) like height, intelligence, attractiveness, and having self-confidence, besides efficiency characters (the ones not impacted upon by learning or experiences), with the inclusion of charisma, as critical components of management (Alkahtani, 2016). Max Weber defined charisma as "the most revolutionary force capable of generating a completely new orientation in followers and complete personal devotion to leaders they perceive to possess almost magical supernatural, superhuman qualities and powers." Personality characteristics that differentiated leaders from non-leaders" prefigured subsequent study that asserted only slight dissimilarities are in existence among followers as well as leaders (Burns, 2003). Failing to identify the traits shared by all influential leaders resulted in developing trait theory falling out of favor as an unreachable constituent. Near the end of the 1940s, researchers evaluated the features of non-military and military leaders, demonstrating the significance of certain characters evolving at particular times.

Contingency/Situational Theory
As a result of contingency theories, no leadership style can be determined in isolation because it depends on facets like the quality of the followers and the situation. There is no "one size fits all" approach to management, conferring to this theory, because the leader must adapt to the interior and exterior dimensions of their environment. They affect employee behavior in the vast majority of cases, not just the dynamics of the firms and environment. There is no single optimal way to lead or organize, according to contingency theories. The style of management that works in one situation may not work in another (Al Khajeh, 2018). To theorists of contingency and situational philosophers, a leader’s subordinates’ relationship revolved around the manager. Despite the fact that situational leadership puts a lot of emphasis on the leader, it also helps to focus the group. Group dynamics and leadership theory have been developed as a result of these investigations into leadership and group dynamics. An effective leader ought to be able to adapt to circumstances that vary and switch amongst task- and leadership styles that are relationship-oriented leadership styles, according to model of situational leadership that was introduced in 1969."

Dependent and Independent Variables
Dependent Variable
The effectiveness of the modern workplace is the dependent variable in this study (Al Khajeh, 2018).

Independent Variable
The study's independent variable is effective management styles (Lu and Wang, 2017).

Recommendation
With the numerous issues that a manager faces, it is critical to consider the factors that motivate the value of reinforcements and punishments. The establishing operators are the factors that increase that value. Operators are abolished when their values are decreased. A manager's intuition must be strong enough to recognize the extraordinary impact these values can have on each individual. For instance, affirmative words may be the most effective form of reinforcement for one employee while not affect another. Additionally, a reward for productivity may be the most effective form of support for some while not affect others. At the same time, while the threat of punishment may be the most effective motivator for some, it has the exact opposite effect on others. To maximize the effectiveness of this method, a manager must experiment with various reinforcements and punishments for each individual, noting which are more effective and abandoning those that are ineffective.

Employees are a critical component of any business. Departments, workgroups, and business units are additionally essential components of a business's success. Practically, managers ought to make evaluation of events and patterns within their organizations to determine the most effective management approach. This enables them to cooperate on various agendas instead of operating as units that have been isolated. Employers should prioritize allowing employees to be human and allowing them to be the best versions of themselves at home and work. That is the modern workplace - a work/life balance that enables everyone to be present at life's significant events while also completing critical work at any time and from any location. A modern workplace is more of an environment than a physical location. An environment that is properly constructed, both open and collaborative, and conducive to concentration and deep productivity (report writing, etc.). While the office environment is ideal for collaboration and teamwork, it can also be distracting and counterproductive.
for tasks that require concentration. Perhaps the best location for that focus is at home, free of distractions (well, other than Netflix).

We have incredible technology that enables us to work more efficiently from anywhere. However, all of this technology is pointless if it is not used correctly. What good is excellent real-time collaboration technology if everyone is in the office silently sending emails to one another and then doing nothing until they receive a response? Fortunately, we live in an era where people frequently have a richer technology experience in their personal lives than they do at work; they use the latest and most excellent apps and are often ahead of the enterprise technology curve. As a result, educating people about new technology is not nearly as difficult as it once was. The trick is to weave it all together into a holistic experience and cultivate the appropriate culture. From a business standpoint, culture is critical to all of this. Historically, the business has been motivated by the belief that productivity is the ultimate goal. Increased productivity equals increased profits, and so on. However, from a technological standpoint, businesses can spend so much time refining processes to increase productivity and lose sight of the business’s primary objective. Employees should feel enabled and empowered rather than controlled, resulting in significantly improved results for organizations. Individuals are generally comfortable with technology in their personal lives and desire more from their workplace or something compatible with it. They do not want to feel as though they are being limited in what they can and cannot do. By arming employees with technology, it should enable innovation to flourish rather than be fought.

### III. CONCLUSION

Choosing a single management style may be impossible because each has distinct advantages and disadvantages, and each is optimized for a particular situation. Situational or adaptive leadership can be the most effective management style that the managers of modern workplaces may apply since it works best. Generally, if a manager is understanding and firm, keeps everyone informed regarding the happenings in an organization, upholds an open-door policy, gives timely feedback, workforces are most likely to offer more to the firm. Most people have a preference for managers who are friendly and good communicators. Individuals also desire to be respected and recognized. Having workforces engage in continuous improvement, productivity upsurges, improved quality improvement, absence of workers from work decreases, and turnover ratio decreases. Managers ought to have clarity in their organization’s vision, passion for the firm, and the firm’s aims besides the capability to inspire loyalty amongst workforces and make sure that all workers have belief and are excited regarding the organization’s vision.

#### Future Scope

Numerous employers are currently embarking on this journey from fixed work patterns to highly flexible work arrangements. The leaders are now implementing performance-based measurement systems and autonomous work arrangements that give employees a high degree of autonomy. Others are trailing behind with varying degrees of “agility” and varying degrees of empowerment for their constituents. However, regardless of where they are on this journey, they are heading in the same direction.

The world of connected, expertise enabled, vast, and intelligent digital devices is advancing at a breakneck pace. The leadership capabilities of business stakeholders will need to expand speedily and dramatically in order to guide firms and individuals into this uncertain and complicated future. The rapid advancement of technology will in the near future deem the manner in which we work soon unrecognizable to today’s executives and managers. Contrary to popular belief, digital transformation tends to be not technology oriented but about the cultural and organizational changes required to fully realize its potential. It concerns changes in organizational dynamics and the manner in which work is accomplished. Thus, management and the competencies of management should be at the center of this digitalization.

### IV. REFERENCES


