

Ethical and Theoretical Assessment of Management Practices at Nexus Tech Global (NTG)



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Executive Summary

Nexus Tech Global (NTG) presents itself as agile and people-centred, yet many employees say their day-to-day experience does not match this image. Recent staff feedback and surveys indicate growing pressure caused by tight targets, long working hours and closer monitoring by middle managers. Some employees report feeling exhausted, with a few even considering leaving. Trust in senior leaders has also declined. In addition, employees point out that diversity and inclusion practices differ across regions, leaving some unsure about how consistently NTG follows its stated commitments.

Cases from companies like Amazon, Uber and Boeing show that NTG is not alone in facing these issues. These examples illustrate how heavy pressure, limited autonomy and poor communication can create wider organisational and ethical problems. The aim is not to compare NTG directly with these companies. Instead, these patterns help explain how NTG's approach might shape employee behaviour, decision making and the wider culture.

Overall, these points show that NTG's stated values do not always match what employees experience in their daily work. Many staff feel that the organisation's promises about flexibility and fairness are not really seen in practice. Because of this, the report points out several areas where changes could help. Making some structures

simpler may give people more room to work in a flexible way, while more consistent and supportive leadership could help rebuild trust. It may also help to improve how HR analytics are used and to apply diversity initiatives more evenly across regions. Giving staff and other stakeholders more chances to discuss issues openly would support these improvements. Progress in these areas could help rebuild trust, improve wellbeing and strengthen performance over the long term.

Contents

Executive Summary	2
Contents	4
1. Introduction.....	6
2. Main Findings	8
2.2 Scientific Management and Bureaucracy	8
2.3 Toxic Leadership and Burnout.....	9
2.4 Algorithmic Surveillance and HR Analytics	10
2.5 Gender Inequality and Diversity	11
2.6 Comparative Cases	12
2.7 Stakeholder and Ethical Assessment	12
3. Recommendations	14
3.1 Develop Strategic Bureaucracy	14
3.2 Cultivate Inclusive and Ethical Leadership.....	14
3.3 Reform HR Analytics and Surveillance	16
3.4 Promote Gender Equality and Diversity.....	16
3.5 Enhance Stakeholder Engagement and CSR	17
4. Conclusion	18
5. References	18

1. Introduction

Nexus Tech Global (NTG) has recently received several concerns from employees about how the organisation is managed. Although NTG operates in a fast moving digital sector where flexibility is generally expected, many staff members feel that this expectation is not reflected in their everyday work. Instead, the organisation is often described as controlled, with a strong emphasis on meeting performance targets. Some employees have also remarked that the growing use of monitoring tools has added to their stress and reduced their confidence in senior leadership.

The report considers management practices at NTG through a combination of mainstream and critical theoretical perspectives, since this allows a fuller understanding of the concerns raised by employees. Ideas drawn from Scientific Management and bureaucratic theory help to explain the organisation's continued reliance on structured procedures and detailed performance measures. Critical perspectives, including work on toxic leadership, Foucauldian discussions of surveillance and feminist analyses concerned with gender inequality, offer further insight into how employees encounter power and control within the organisation. The discussion also refers to stakeholder theory and concepts associated with Corporate Social Responsibility to reflect on how decisions made by NTG affect groups inside the organisation and those outside it.

The report is divided into three main sections. Section 2 presents the key findings and links them with the theories that have been introduced. Section 3 outlines recommendations that may help the organisation rebuild trust and improve working conditions. Section 4 concludes the discussion by reflecting on the broader implications of these findings for NTG.

2. Main Findings

2.1 Case Context

NTG is a technology firm that provides predictive analytics and AI-based solutions for clients in different sectors. Although it promotes itself as innovative and “agile by design”, the organisation still works in a fairly hierarchical way, with most decisions made centrally. Middle managers keep close control of workloads, and staff say they feel pressure to work long hours to meet demanding targets.

A recent internal survey showed a 38% drop in trust in senior management, along with high stress levels and signs that some employees may think about leaving.

Diversity and inclusion also differ across regions: some follow more inclusive practices, while others remain male-dominated and less open to flexible working.

These gaps between NTG’s stated values and employees’ everyday experiences point to deeper cultural issues within the organisation (Cole & Kelly, 2020). The next subsections draw on theory and recent research to examine these challenges.

2.2 Scientific Management and Bureaucracy

NTG’s focus on tight control and standardisation reflects the influence of Scientific Management, first developed by Frederick Taylor. Taylor supported detailed job design, close supervision and performance measurement to raise efficiency. Many organisations still follow these ideas today, even if they use different terms.

Bureaucratic theory also helps explain NTG's structure. "Bureaucracy for the 21st century" suggests that clear roles and rules can still allow flexibility when authority and processes are transparent and proportionate (Monteiro & Adler, 2022). At NTG, the frequent need for managerial signoffs and the strong focus on metrics show how these controls have become micromanagement. This limits autonomy and slows local decisions, which may help explain the fall in staff trust.

Although NTG claims to use agile methods, recent research shows agile designs can reproduce control and inequality when layered on top of legacy hierarchies or when presenteeism is rewarded (de Laat, 2023). For NTG, "agile" language masks Taylorist coordination: stand-ups and dashboards exist, but decision rights and workload pacing remain centralised, creating a value–practice misalignment.

2.3 Toxic Leadership and Burnout

Many of NTG's problems can also be understood through the idea of toxic leadership. Several employees described their managers as overly demanding, quick to criticise, and not very supportive. Although the managers might argue that they are trying to keep up with fast deadlines, this style of leadership often leads to exhaustion and emotional strain for staff. Research shows that when leaders act in a hostile or unsympathetic way, employees are more likely to experience stress and burnout, and eventually think about leaving the organisation (Nunes, Silva & Oliveira, 2024). This pattern seems to match what workers at NTG have reported.

Another issue linked to toxic leadership is the lack of psychological safety. When employees do not feel safe to express worries or challenge decisions, they tend to stay silent instead of speaking up. This can prevent problems from being solved early and can create more pressure over time. Morrison (2023) argues that organisations benefit when staff feel able to voice concerns without facing negative reactions. At NTG, however, the emphasis on meeting strict targets appears to make employees feel that raising concerns might be risky or pointless.

The constant pressure to meet measurable goals also adds to burnout. Employees say they are often pushed to meet deadlines that feel unrealistic or leave too little time to plan. This matches research showing that unclear or unrealistic expectations can harm motivation and wellbeing (Kellogg, Valentine & Christin, 2020). At NTG, the mix of demanding leadership and constant performance pressure has created a cycle where staff feel tired, less engaged and more likely to think about leaving. Overall, these points show how toxic leadership can strongly affect morale and the wider organisational culture.

2.4 Algorithmic Surveillance and HR Analytics

NTG's dashboard and predictive analytics show how algorithmic management works in practice. From a Foucault-inspired view, these systems push constant comparison and lead employees to monitor themselves (Drat, 2019). At NTG, the close focus on "productivity" has increased pressure, stress and anxiety. Research also shows that when algorithmic assessments take over, employees feel they have less control and may push back against the process (Schlund and Zietek, 2024).

Other studies show that algorithmic control changes power dynamics and reduces autonomy (Kellogg, Valentine & Christin, 2020). This helps explain why NTG staff often only aim for basic compliance and why data falsification can happen.

HR analytics can help development when the design is transparent and includes employee input. However, the impact of these technologies is often constrained by skills gaps, privacy concerns, and a weak data culture (Majerlink and Bondaruk, 2021). At NTG, the greater issue lies in the absence of clear metrics and unrealistic targets, which leads to employees merely ticking boxes to pass inspections rather than genuinely engaging in learning.

2.5 Gender Inequality and Diversity

Variation in how regional units apply inclusion shows that the issue is structural, not just cultural. Research on post-bureaucratic and agile settings finds that when speed and constant availability are prioritised, evaluation often shifts from outcomes to visibility, which can disadvantage women and caregivers (de Laat, 2023). At NTG, rewarding “always-on” responsiveness and office-based presence contradicts its agile message and tends to penalise caregivers, reinforcing a masculine norm around time and availability.

Tokenism research also shows that representation targets alone do not change power, because informal networks shape stretch assignments, sponsorship and credibility (Holgersson & Romani, 2020). At NTG, centralised approvals and KPI-based evaluations narrow who is viewed as leadership material, and concerns about workload or fairness may be seen as low commitment. This helps explain why D&I outcomes differ across regions despite a shared corporate policy.

To convert policy into practice, NTG should (1) publish promotion criteria that weight outcomes and team contribution—not presence; (2) make flexible/remote eligibility universal by default with clear performance guardrails; (3) monitor representation and pay/progression gaps by level and function, with action plans for outliers; and (4) build sponsorship/mentoring schemes for under-represented talent and hold leaders accountable for inclusion outcomes (Cooper & Hoel, 2020). These steps align incentives with equity, reducing the gap between espoused values and daily decisions.

2.6 Comparative Cases

Some of the issues at NTG are similar to cases where performance pressure was given more weight than transparency. The Boeing 737 MAX crisis shows how silencing concerns and prioritising deadlines over safety can lead to serious consequences (Herkert, Borenstein & Miller, 2020). NTG's situation is different, but the underlying governance risk—goal fixation that sidelines ethics—remains relevant.

Investigations into Amazon and Uber reveal that aggressive target-setting and monitoring practices lead to employee burnout and reputational damage (Wollroell et al., 2022). For NTG, these contrasting phenomena indicate a strategic risk: short-term gains may be undermined by staff attrition, damage to corporate reputation, and diminished learning opportunities. Framing NTG's challenges as “tough problems” also indicates the need for iterative, stakeholder-centred solutions rather than one-off fixes (Longgren and Van Boeck, 2021).

2.7 Stakeholder and Ethical Assessment

Stakeholder theory posits that enterprises should consider employees, customers, suppliers and communities, rather than solely shareholders (Dimitriev, Freeman and Horich, 2021). For NTG, this implies that trust, the expression of views and equitable opportunities constitute core elements of governance, rather than merely human resources tasks. Managing stakeholders ethically can also support long-term performance (Jones, Harrison & Felps, 2018). Carroll's CSR pyramid shows that legal and ethical duties go alongside economic goals (Carroll, 2016; Dmytriiev et al., 2021). NTG's focus on efficiency over fairness shows an ethical weakness that could affect its economic position. Bringing genuine corporate social responsibility into its strategy can help staff regain motivation and rebuild their engagement (Agnes and Gravas, 2019; Awa, Etim and Ogbonda, 2024).

NTG appears to concentrate heavily on economic performance, while under-investing in ethical treatment of employees and broader social responsibilities. Aguinis & Glavas (2019) shows that CSR programmes can enhance employee engagement when they are genuine and integrated into core strategy.

Awa et al. (2024) argue that engaging meaningfully with key stakeholders is fundamental to contemporary CSR practice. For NTG, this means actively listening to employees' concerns about workload, surveillance and inequality, and incorporating their perspectives into policy decisions. Without such engagement, trust will continue

to erode and may spill over into NTG's external reputation and customer relationships.

3. Recommendations

3.1 Develop Strategic Bureaucracy

NTG should redesign its structure into a “strategic bureaucracy” that combines formal clarity with local flexibility (Monteiro & Adler, 2022). Policies and approval processes need to be simplified and made transparent, so that employees understand decision criteria and managers cannot arbitrarily delay work. Cross-functional teams also need real authority over daily decisions within agreed limits. This would keep accountability but reduce micromanagement and confusion.

3.2 Cultivate Inclusive and Ethical Leadership

Leadership development also needs more focus at NTG. Many managers still focus mainly on results and strict procedures, which makes staff feel pressured instead of supported. A more inclusive and ethical leadership style contributes to an improved working environment. This requires leaders to listen to team members' opinions, demonstrate fairness and empathy, and clearly articulate the decision-making process rather than merely issuing directives. Research indicates that supportive leadership

styles enable employees to feel valued and more willing to contribute (Cooper and Hall, 2020).

One issue that NTG needs to pay more attention to is consistency. Several staff members mentioned that how they are treated depends a lot on which manager they happen to work under. This inconsistency can create confusion and sometimes inequality. Inclusive leadership aims to reduce this by giving managers clearer expectations and training about how to treat people fairly across different teams. Holgersson and Romani (2020) also point out that gender norms and organisational culture can affect who gets recognised or promoted, so managers need to be aware of these invisible biases when making decisions.

Another important part of ethical leadership is making sure employees can speak up without worrying about negative consequences. At NTG, many people choose not to raise issues because they fear managers may respond poorly or think they are not working hard enough. This stops the organisation from spotting problems early. Morrison (2023) notes that when leaders show they genuinely welcome feedback—even critical comments—staff are more willing to share their concerns. Building this kind of atmosphere at NTG would help the organisation deal with issues sooner and support ongoing learning and improvement.

Overall, adopting a more inclusive and ethical leadership approach could help NTG rebuild trust and ease some of the pressure employees currently feel. It would also

encourage a workplace culture where people feel more motivated and confident in what they do.

3.3 Reform HR Analytics and Surveillance

NTG should treat analytics as a means of supporting development rather than as a form of control. To do this, the organisation needs to make clear what data are collected, the reasons for collecting them and the ways in which they may assist individuals. Algorithms also need to be examined for possible bias and reviewed by a group that brings together HR staff, data specialists and representatives from the workforce. Strengthening data literacy among HR teams and line managers is important so that findings are interpreted carefully and in line with responsible practice (Meijerink and Bondarouk, 2021). When existing metrics are too demanding or create incentives that work against good practice, they should be reconsidered with input from staff so that they contribute to learning, quality and wellbeing.

3.4 Promote Gender Equality and Diversity

NTG should develop a global diversity strategy that is consistent across the organisation while still allowing for local adjustment, and this strategy needs to include a clear set of minimum standards. These standards should cover areas such as equal access to flexible and remote working, the use of transparent criteria for promotion and the active monitoring of representation at different levels of the organisation (Holgersson and Romani, 2020).

Employee resource groups and mentoring schemes can help support staff who are underrepresented and provide spaces where concerns about discriminatory practice can be raised. Managers also need training to ensure that performance is assessed on results rather than physical presence, which would help reduce the bias that can appear when employees make use of flexible working arrangements (Cooper and Hoel, 2020).

3.5 Enhance Stakeholder Engagement and CSR

NTG should work towards a more integrated form of Corporate Social Responsibility that is supported by ongoing dialogue with its stakeholders (Aguinis and Glavas, 2019). Staff forums, open discussions and channels for anonymous feedback can give employees a clearer means of contributing to decisions on matters such as workload, wellbeing and equality.

NTG may also choose to work with community organisations and professional bodies to demonstrate its commitment to ethical uses of artificial intelligence and responsible employment practices. Bringing business aims into closer alignment with wider social and environmental priorities may help restore trust among both internal and external stakeholders (Carroll, 2016; Dmytriiev et al., 2021).

4. Conclusion

Overall, NTG displays a noticeable difference between the image it promotes of being agile and people centred and what employees describe in their daily work. The analysis in this report suggests that practices shaped by Scientific Management, bureaucratic routines, elements of toxic leadership and the use of algorithmic monitoring have weakened trust and affected wellbeing. Concerns about gender inequality and uneven diversity initiatives add further pressure to the organisation's ethical foundations.

Even so, the situation gives NTG a chance to reconsider some of its current practices. Ideas linked to strategic bureaucracy, more inclusive approaches to leadership and the redesign of analytics so they support development rather than control can guide this process. A stronger commitment to equality, together with ongoing discussion with stakeholders, would also help move everyday practice closer to the values the organisation promotes. These steps could help address the issues raised by employees, rebuild trust and strengthen NTG's capacity for learning and more sustainable performance.

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