

Development of management thoughts

Introduction

Management in the twenty-first century is dynamic and ever-changing, due to technology improvements. Organizations have evolved into sophisticated open systems that cross national borders and allow for a far more seamless interchange of information than ever before (Nevins and Stumpf, 1999). Most of the management theories and ideas in use today, have numerous features derived from the early theories which will be examined in this report.

This report will analyse management practices in contemporary organizations drawing on a variety of perspectives and theorists. In the first part of the report, the analysis will focus on different perspectives or theorists including administrative Management with Henri Fayol, the Human Relations Management Theory with Elton Mayo and Douglas McGregor's Theory X and Y. The second part will apply the theories and ideas of part one in two case study organizations and analyse their management practices, strategy, and cultural context. The last part of this report will explore current debates and emerging reflections around management practices in leadership.

Part 1: Three varying perspectives or theorists on contemporary management theories and practice

What is management theory?

Despite Drucker's (1977) views on the responsibilities and contributions of a manager in organisations, one of the most prevalent ways of describing management today, according to Mullins (2010), is that it is about getting the job done through the input of others. According to Boddy and Paton (2011), management is described as the activity of getting things done with the help of diverse resources. A manager is someone who gets things done with the help of other people and resources, so management is important in any organisation, company, or corporation, both private and government.

Management theory is understood to be the evolution of management thinking, studying the work of top authors on the issue management, and interpreting their conclusions and ideas as a message about how the world should act. This has an impact on opinions and behaviours regarding management procedures and can cause the change of the way people and organisations conduct themselves (Mullins, 2010).

1.1. Jules Henri Fayol (1841–1925): Administrative Management model

Life of Jules Henri Fayol

Jules Henri Fayol was born in Constantinople in 1841 and died in 1925. (now Istanbul, Turkey). His father was an engineer who completed his military duty by directing building projects under a Franco-Turkish accord (Wren and Bedeian, 2020).

Henri Fayol's life was dominated by his professional pursuits and his study. He didn't have much time for personal pursuits. His education at the Ecole des Mineurs de Saint Etienne laid the groundwork for his abilities and expertise. The organisations to which he belonged exemplify his diverse interests. Henri Fayol began his education at the Ecole des Maristes in La Voulte, which was funded by the local iron mine. He most likely completed his baccalaureate at the public college in Valence, 20 kilometres north of La Voulte. He obtained a classical education that included Latin studies (Jean-Louis et al. 2012).

The knowledge available about Henri Fayol's family reveals that his ancestors, notably those of his wife, were from the lower middle class. The profits he made because of his technical abilities and as managing director enabled him to rise to a better social rank in the Parisian bourgeoisie (Verney, 1925; Sasaki, 1995).

Principles of Management

Fayol also thinks that a well-established set of principles might aid in focusing the broader conversation on management theory. He emphasises, however, that these concepts must be malleable and flexible in response to changing situations. Fayol understood that management principles had no boundaries, although in his publications he supported fourteen (Mullins, 2010). Furthermore, Fayol emphasized that by promoting a collection of management principles, he was not implying that there is a limit to the number of concepts that may apply in different contexts. Other principles might be discovered. He selected to discuss the concepts that he has found most effective in his own career. The fourteen principles on which Fayol focused were as follows (Wren and Bedeian, 2020):

“• Division of work

- Authority
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interests to the general interest
- Remuneration

- Centralization
- Scalar chain (line of authority)
- Order
- Equity
- Stability of tenure of personnel
- Initiative
- Esprit de corps” (Wren and Bedeian, 2020).

His greatest work on management is called “Administration Industrielle et Générale” published in 1916. According to Augustine and Agu (2013), Fayol's Administrative Management Theory focused on authority and how it can be applied in the organisation, while Hartley, N. (2006) said that Fayol described how to mobilize people and give them better guidance rules and norms. Scientists acknowledge Fayol as the architect of management principles due to his definition of management functions.

Critique and Reflections

Herbert Simon presented serious criticism against Fayol's Management principles. He said that the Fayol's principles are confusing and contradictory. According to him, the principles of management are not a cohesive conceptual pattern of determination, nor do they provide an adequate representation of concrete empirical reality (Clegg & Dunkerley, 1980).

However, it is impossible to think of any area of organisational success without involving the Fayol's principles of management in some manner. All the concepts of organising, delegating, and allocating resources are traced back from Fayol's principles. Despite the concerns of the prescriptive character of management principles, they define a framework in which a company's task is achieved (Mullins, 2010).

Relevance of the theory in a changing world

There will always be concerns about the relevance of these principles in the current world, but it is impossible to deny their importance. The only issue which is arguably disputed is the method in which they are interpreted and implemented. These "principles" are not intended to be an exhaustive list, but rather provide a stimulating beginning point for addressing the management issues that will face the new managerial trends. Fayol's concept of management has long been one of the most quoted in contemporary times. Fayol has forged an unbreakable tie between the manager and the company (Mullins, 2010).

1.2. Elton Mayo (1880-1949): The Human Relations Management

Elton Mayo's life

Elton Mayo was born in 1880 in Australia. Mayo was an Australian who graduated from the University of Adelaide in 1899 with an MA in logic and philosophy. He studied medicine in Edinburgh after teaching logic and philosophy at Queensland University (Trahair, 1984). He did not have access to with sociology until 1926, when Lawrence J. Henderson exposed him to Pareto's theory. Mayo was 46 years old at the time. He used the sociological ideas he had acquired and applied them to other Management studies (Rose, 1975).

He worked as a research associate in a study of psychopathology, the scientific study of mental diseases, while in Scotland; this exposure was like the foundation for his career as an industry investigator.

Mayo moved to the United States on a grant from the Laura Spelman Rockefeller Fund, where he worked at the University of Pennsylvania's Wharton School of Finance and Commerce (Mayo, 1924).

Elton Mayo's work

Mayo discovered in previous studies that employee workplace troubles could not be explained by a single factor but had to be addressed in what he called "the psychology of the total situation." (Wren and Bedeian, 2020).

This Gestalt notion served as the foundation for Mayo's understanding of organization as social systems. Mayo had followed common thinking at the time and sought a link between working conditions and employee production at Continental Mills, a woollen mill outside Philadelphia, in a study surprisingly like the original purpose of the Hawthorne researchers (Mayo, 1924). Mayo was able to cut staff turnover in the mule-spinning department from 250 to 5% by instituting break times, as well as enhance man-hour efficiency. According to Mayo, the relaxation intervals lowered employees' "pessimistic reveries," thereby enhancing performance and motivation (Homans, 1941).

The Hawthorne Studies

According to Hartley, N. (2006), George Elton Mayo (1880–1949) was a psychologist who directed experiments at Hawthorne Plant Of the western in Hawthorne, Chicago from 1924 to 1932. Though his research findings did not endorse Western Electric's supposition that improved lighting could result in increased performance, his conclusions did support a move for what was regarded to as "the Human Relations Movement." Mayo believed that "the need for appreciation, protection, and a feeling of connection" is more essential in influencing workers' attitude and performance

than the site characteristics in which he works," which became known as the "Hawthorne effect" afterward.

The Hawthorne studies included the following:

- The lighting experiments
- The relay assembly test room
- The interviewing programmes
- and the bank wiring observation room

Criticism on Human Relations theory

The human relations strategy makes all the right noises, emphasising compassionate behaviour, sensitive management, and acknowledgement of informal organisations. It is, however, more concerned with what individuals want to think and ignores the reality of the actual workplace (Mullins, 2010).

The fundamental focus of social action is criticism of previous approaches to organisation and administration, as well as their alleged inability to offer an acceptable foundation for explaining or predicting personal behaviour.

Human relations methods have been criticised for their emphasis on standardised concepts of effective management, social psychology, and the assumption of needs shared by all employees. The technology approach has been condemned for attributing feelings of alienation to the nature of technology and the status of work groups rather than an examination of the individual's job expectations and reactions. The systems approach has been criticised for failing to investigate individual members' orientation to the organisation, the various expectations people have of their job, or the ways in which the environment influences job expectations (Mullins, 2010).

1.3. Douglas McGregor's Theory X and Y

The way managers approach job performance and the attitude they exhibit toward subordinates are directly or indirectly influenced by inherent preconceptions regarding people, human nature, and work. McGregor proposed two hypotheses about human behaviour and workplace behaviour in 1960, based on Maslow's hierarchy of needs model. He contended that the management style chosen is a result of the manager's views toward people and beliefs about human nature and behaviour. The two hypotheses are known as Theory X and Theory Y, and they are founded on opposing assumptions about people and work (McGregor, 1985).

Douglas McGregor's life

Douglas McGregor (1906–1964) was a professor at the Massachusetts Institute of Technology's Sloan School of Management until his death, apart from six years in charge of Antioch College (1948–1954). As head of Antioch College, McGregor discovered that the human-relations model's concepts were insufficient for dealing with the demands and realities of organisational life (Wren and Bedeian, 2020).

McGregor's Theories explored

The first theory of McGregor is Theory X, which represented the "traditional conception of direction and control". Theory X assumed the following:

1. The ordinary human being despises work and will avoid it
2. Because of this human dislike to work, most people must be coerced, governed, guided, and punished to push him put forth adequate effort toward the attainment of organizational goals
3. The ordinary human being likes to be guided, attempts to avoid duty, has little aspirations, and values stability above everything else (McGregor, 1960).

McGregor's Theory Y was proposed as a "small start for new theory in human resource management." Theory Y's assumptions were as follows:

1. The exertion of physical and mental energy in the course of work is as natural as recreation or repose. The ordinary person does not despise work naturally.
2. External control and the prospect of punishment are not the sole ways to motivate employees to work toward corporate goals. Man will use self-direction and self-control to achieve goals to which he is dedicated.
3. Commitment to goals is influenced by the benefits associated with their attainment. The most significant of these rewards, such as ego and self-actualization demands fulfilment
4. Under the right circumstances, the normal person learns both to accept and to seek responsibility. Rejection of responsibility, lack of desire, and a focus on security are all results of practice, rather than fundamental human attributes.
5. The ability to use a reasonably high level of imagination, creativity, and innovation in the solution of organisational challenges is freely, rather than narrowly, dispersed throughout the population.
6. Under the context of modern industrial life, the normal human being's intellectual capacity is only half exploited (Wren and Bedeian, 2020).

Criticisms on Theory X and Y

As he worked hard to alter Theory Y and make it more consistent with contingency theory, Edgar Schein (1975) emphasised and rejected McGregor's specific moral drive. While he agreed that Theory Y was a more accurate understanding of human nature than Theory X, Schein disagreed with McGregor's moral argument that it is management's responsibility to enable individuals to identify and develop their potential for involvement in decision making. McGregor's bigger vision was described as "utopian" by Schein, who accepted Theory Y as a viable guide for managers only at the highest levels of companies. One wonders if McGregor would agree with Schein's limited view (Jacobs, 2004).

Conclusions on management theories of Fayol, Mayo, and McGregor

According to Claude George (1968), a key distinction between Fayol and Taylor was that Taylor regarded management processes from the bottom up, whereas Fayol viewed them from the top down.

This Fayol's theory is very popular in the professional world and is presently being used in most of organisations. This is also effective in the army. Management functions defined by Fayol are employed in all organisations and businesses. The most popular managers functions used are planning, organising, leading, and controlling. This demonstrates the robustness of administrative theory. Unfortunately, the Management Matrix theory disregards two principles: unity of command and unity of direction (Nadrifar et al., 2013).

Elton Mayo's theory emphasises on compassionate behaviour, caring management, and the acknowledgement of informal organisations, as stated above. However, it is more about what individuals want to believe and ignores the reality of the workplace, which was the focus of Fayol.

Lastly, McGregor's theory focuses on improvements in management and organisational behaviour. The theory demonstrates the extent to which individuals are eager to perform to the best of their ability. Despite being released in 1960, McGregor's Theory X and Theory Y remain one of the most fundamental and relevant insights into our knowledge of management behaviour.

Part 2: Comparison of Google, Apple and their management practices

2.1. Google strategic and cultural context

Company's profile

Types	Characteristics
Industry	Internet, Computer software, Telecom's equipment
Founder(s)	Larry Page, Sergey Brin
Founded	Menlo Park, California, U. S
Headquarters	Googleplex, Mountain View, California, United States
Mission	Our mission is to organise the world's information and make it universally accessible and useful (Google, 2022)
Area served Worldwide	Worldwide
Key people	Eric Schmidt, (Executive Chairman), Larry Page (Co-founder & CEO), Sergey Brin (Co-founder)
Google key products range	Search tools, Advertising services, Communication and publishing tools, Map-related products, Statistical tools, Business-oriented products, Developer tools, Security tools, Operating systems, Desktop applications, Mobile applications, Hardware, Services

Table 1 Form 10-K" (2010)

Google Strategic orientation

Google's strategy has been to generate income from online advertising that appears alongside web-based searches. In 2007, its advertising income accounted for 99

percent of its total revenue of \$16.59 billion. Approximately 64% of Google's revenue is credited to adverts displayed on its own products and services websites (Google Search, GMail, and Google Earth), with the remainder generated from its partners (e.g., CNN.com, nytimes.com, and techcrunch.com) (Chen et al., 2008).

There are different strategic orientations Google is following to achieve its strategic direction. First, an enticing strategic reason for a deal must be produced. This might include reacting to a market opportunity or shock. It might also be based on a creative vision in which the corporation wishes to build fresh market positioning or even strives to create a new market (Geis, 2015).

Strategy	Economics	Organization	Deal Dynamics
Responding to opportunity or threat	Doing valuation/NPV analysis	Establishing best practices for integration	Designing the deal, including tax strategy
Determining attractiveness of industry position	Determining synergies	Building acquisition teams	Engaging in negotiation and bidding
Establishing strategic deal system	Estimating revenues, costs and cash flows	Merging corporate cultures, as necessary	Handling legal concerns
Determining optimal type of transaction	Determining effects of deal financing		Engaging in negotiation and bidding

Photo 1 Geis (2015)

Second, the deal's economics must be assessed. This entails doing a value analysis relevant for a specific M&A deal. This may need acquiring a constellation of values using approaches such as discounted cash flow analysis, revenue or earnings-related multiples using public business comparable, multiples from previous M&A deals, or multiples of something-or-other in early-stage initiatives.

The constellation technique is meant to provide an acquirer insight on a suitable range of value. Third, organisational design is critical in M&A activities. Some executives believe that this indicates that integration activities must be completed quickly, preferably within a year. Finally, examine the M&A transaction dynamics factor. This dimension entails creating the deal's terms and structure (Geis, 2015).

Google has aggressively purchased start-up firms whose products expand the variety of complements supplied by Google and give greater distribution channels for its advertising business to remain a leading technological leader and innovator. These purchases bolster the company's experience in both internet and conventional

advertising. Google's future aim is to raise income by targeting more customers through internet advertising. Only \$21.4 billion of the total \$298 billion spent on advertising in the United States in 2007 was spent online, with search advertising accounting for around \$8.8 billion (Capps and Ives 2007). Google is also diversifying its advertising operation beyond internet marketing to include radio and print media (Hoover 2006).

Competitive landscape

Google works in a very competitive market. It confronts competition from companies from other industries. Google's long-term competitive challenge is visible in several ways. The following image describe the competition Google faces in music industry. There can't be many sectors in which Apple, Amazon, and Google are all competitors, yet none of them is the market leader.

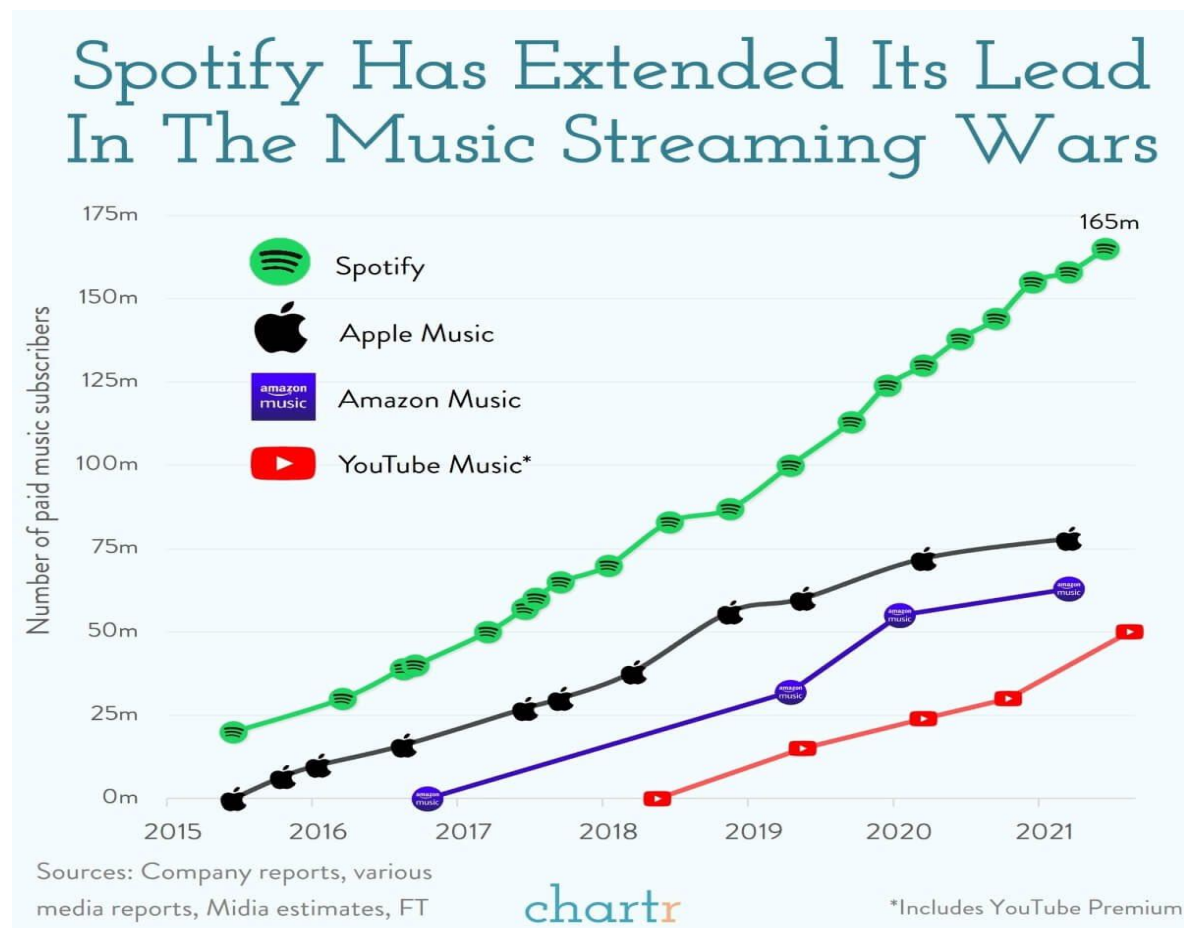


Photo 1 Company reports, various medias reports, Media estimates, FT

Fayol's management Theory at Google

Among the principles practiced by Google's employees, there is a principle of initiative. This principle states that management should supply fresh ideas, talents, and more convenient techniques to carry out duties in the company on a regular

basis. For this concept to be successfully implemented, managers must be creative in initiating and implementing new ideas, as well as providing opportunities for employees to contribute to the organization's creativity and productivity. This approach was originally applied to managers in businesses, but in the modern day, employees have become the idea-house and cornerstone of enterprises. As a result, management should foster employee initiative. It is used in contemporary businesses, particularly those that provide services, to encourage employees to take initiative in providing great services to their clients (Magjuka, 1991 and 1992).

Developers and engineers at Google are allowed their own time and leisure to find out novel approaches that can be produced as Google goods. The same is true for Facebook and Apple. Because employees are encouraged to take initiative, these businesses have a high degree of creativity.

As Fayol suggests, a successful organisation should always have an employee suggestion structure in place where concrete initiative/suggestions are recognised (Godwin et al., 2017).

Reality of Human relations' principles at Google

Google was previously ranked as the finest place to work in the United States, and it has now surpassed that ranking by becoming the most popular Web site. It's even turned into a verb in the dictionary. Google has even launched a new trend by creating a job title "chief cultural officer", to preserve the company's distinct culture while keeping Googlers satisfied (Elinor, 2007).

Google's Director of Human Resources, who is also a culture officer, works with employees around the world to figure out how to maintain, enhance, and develop our culture, as well as how to keep the core values we had from the start—a flat organisation, a lack of hierarchy, a collaborative environment—as we continue to grow, spread, and filtrate them into our new offices around the world (Ibid). However, there are also allegations from former workers, who have also accused Google of sexism and ageism (CTVNews, 2007).

McGregor's Theories at Google

Due to Google's stock success following its first public offering, many early workers were able to be competitively rewarded. (Shinal, 2004).

Larry Page, as CEO, oversees day-to-day operations, Sergey Brin is in charge of strategic affairs, and Eric Schmidt is in charge of external matters and serves as an advisor to the other two. Brin and Page's duties are very comparable to Douglas McGregor's thesis of X and Y leaders, which is referred to as leaders (Y) vs. managers (X) 1. An X leader is a task-oriented leader who ensures that the job is completed and that subordinates are under control. A Y leader is more of a visionary, with an emphasis on inspiration rather than control. The two are not to be viewed as opposite extremes of a spectrum, but as whole separate cosmologies with opposing assumptions (Schermerhorn 2010: 38).

According to McGregor, because the mindsets are self-fulfilling, the Y leader's vision of the world is more effective in motivating people to work and in making the workforce productive. If the leader thinks that employees can accomplish their jobs on their own, there is a better probability that this will be the case. Researchers now generally agree that features from both cosmologies are vital in inspiring your employees. People frequently desire to be managed rather than left to handle themselves totally. However, excessive control might work against the goal by creating an organisational culture in which employees exhibit no initiative and become passive anytime they are not watched, resulting in a self-fulfilling prophesy (Ibid.).

Organisational culture at Google

Google is dedicated to building a diverse and inclusive workplace. It fosters an environment that values the variety of workers, customers, and users.

It strives to create products that are useful to everyone by including viewpoints from a wide range of backgrounds, including colour, ethnicity, social background, religion, gender, age, handicap, sexual orientation, veteran status, and country origin (Google, 2022).

Google has made its work atmosphere colourful and enjoyable, with free meals, gyms, spas, on-site physicians, hybrid automobiles for usage, bringing your pet to work, swimming pools, sleep pods, and wearing your pyjamas to work. (Salah, 2010). Unlike many corporate cultures, Google's headquarters functions more like a graduate school, with daily guest lecturers, mentorship by senior engineers, individual or team projects, and promotion of an open mind and outside-the-box thinking. Google has also established a flat organisational structure to allow technical ideas to spread broadly. Google introduced a 20% rule to foster creativity, requiring engineers to spend 80% of their work time on Google's core products while having the option to devote the remaining 20% of their work time to "pet projects." (Baker 2007).

As according Lyer and Davenport (2008), rigorous data-based evaluation of project concepts, progress, and outcomes is a key aspect of Google's innovation culture. According to them, "the widespread, aggressive use of data testing to support ideas is a crucial element of creativity at the organisation."

Google's Business model

In a nutshell, Google is the only business equipped to accomplish the goal of information utility over the next decade. Its strategy and business model generate big revenues, allowing it to have a long-term perspective and develop the essential characteristics. Its diverse goods and services, underpinned by a massive computer infrastructure, enable it to attract business partners and promote the expansion of the whole business ecosystem. These accomplishments are the result of Google's innovation approach, which prioritises employing extremely talented individuals and providing them with the flexibility to thrive while also absorbing outside innovation through acquisition (Chen et al., 2008).

Google's business model is selling internet ads provided to consumers that use the Internet daily via Google Search or other products. AdWords and AdSense revenue is earned using two separate pricing schemes: cost-per-click (CPC) and cost-per-thousand impressions (CPM) (CPM). Advertisers use CPC to pay Google each time a user clicks on a text-based ad that displays online. If the ad appears on a partner website that is part of the AdSense programme, Google shares the money with that partner. The income earned by the partner website owner is determined by a variety of criteria, including the price bid by an advertiser on that website, the website traffic, and the number of clicks. Google gives around 78.5 cents back to sites that display its advertisements for every \$1 it earns through AdSense and other areas where its ads are distributed (Tedeschi 2006).

To recapitulate the preceding parts, Google's business strategy has generated significant money, allowing the corporation to build complementary goods and collaborations, resulting in a virtuous cycle that benefits all players.

Google's business is supported by a solid IT infrastructure that delivers the speed required for effective search while also allowing for scalability and dependability at a cheap cost. These accomplishments are the consequence of an innovation model that offers highly skilled individuals significant flexibility in a culture that fosters teamwork, idea sharing, and risk taking, but also analyses their ideas using real-world data and holds them accountable for outcomes. These capabilities will provide the groundwork for Google to become an information utility over the next decade (Chen et al., 2008).

2.2. Apple's strategic and cultural context

Company's profile

Apple was founded in the 1970s by Steve Jobs, the company's CEO. Apple was founded in 1976 as a computer company and immediately became known for its intuitive visual user interface adaption approach, which resulted in the adoption of the first mouse and on-screen windows.

With a current estimated value of US\$530 billion, Apple is the world's largest publicly traded firm by market capitalization, as well as the world's second largest mobile phone manufacturer (Boaton, 2016). Apple is a global firm based in Cupertino, California that primarily develops and distributes consumer electronics, software, and online services (Apple Reports, 2005). Its products include cell phones, media players, tablets, laptops, computer software, and operating systems.

The company was formed by Steve Jobs, Steve Wozniak, and Ronald Wayne as a tiny personal computer manufacturer, and its first product, the Apple I, was manufactured by Wozniak alone (Apple History, 2015).

Apple Inc. is a well-known technological company headquartered in Cupertino, California. Apple is devoted to developing innovative consumer electronic devices such as mobile phones, music players, tablets, and personal computers across the

world. "The company also distributes and manufactures software, peripheral goods, and digital content distribution for third-party clients through iTunes" (Green, 2015).

Apple's Business Model

Apple makes excellent consumer electronics with amazing design and usability and packages them with software products to lock users in. Because they are so appealing, they provide users with excellent prestige and productivity, resulting in a premium price.

Apple's business model generates a lot of cash. It generates more earnings and generates more cash than Amazon, Google, and Facebook combined. Apple's TTM operational income of \$60 billion was roughly 50% more than the combined operating income of Alphabet (\$24 billion), Facebook (\$15 billion), and Amazon (\$3 billion).

Apple's strategic orientation

The Company's business strategy capitalises on its unique capacity to create and build its own operating systems, hardware, application software, and services to provide its clients with new products and solutions that are easy to use, seamless in integration, and inventive in design. The corporation believes that ongoing investment in R&D, marketing, and advertising is important to the creation and selling of new goods and technology. The Company continues to grow its platform for the discovery and distribution of third-party digital content and apps through the iTunes Store as part of its strategy. The Company's strategy also involves extending its distribution network to reach more consumers and offer them with high-quality sales and post-sales assistance." Apple Inc. (2015) The purpose, vision, strategy, and goals of the organisation define decision making and give a framework for day-to-day business activity.

In summary, Apple's business strategy is categorised as product differentiation. The international technology business distinguishes its goods and services by simple, yet appealing design and superior functionality, focusing in 4 areas (Business Research Methodology, 2021):

1. Concentrate on product design and functionality.
2. Improving the consumer experience
3. Enhancing the Apple ecosystem
4. Lessening the company's reliance on iPhone sales.

Competitive landscape

Apple is up against a formidable competitive rivalry force or stiff competition. Apple competes directly with other hardware and software vendors like as Google, Microsoft, and Samsung. All these firms, including Apple, invest much in R&D and marketing to keep up with and perhaps outperform one another. The cheap cost of switching businesses is a crucial aspect that keeps the sector competitive. Apple

prioritises industry competition, which it has addressed by constantly producing new and distinctive goods to increase its market share (Maverick, 2015). Apple also combats price competition by avoiding low-end markets and delivering high-end products. Because Apple items are never sold, they have been able to establish themselves in the eyes of consumers as high-end products with exceptional quality, amazing customer service, and unique products (Sophee, 2015).

Fayol's principles of management at Apple

Apple's leadership style incorporates the following components:

1. Democratic style of leadership. In contrast to Apple co-founder and late CEO Steve Jobs' very authoritarian leadership style, current CEO Tim Cook exercises and advocates democratic leadership. Cook believes that it is critical to have senior management unanimity on major business choices.

Furthermore, since taking the helm, Cook has allowed increased authority to the new product development team, reducing the CEO's direct engagement in the new product development process (Business Research Methodology, 2021).

2. Leadership that is "quiet." Tim Cook has been lauded for his understated yet successful leadership style. Cook, dubbed the "silent leader" by some industry analysts (Bradshaw, 2013), is a far cry from his extroverted predecessor, Steve Jobs.

Even for strategic decision-making, the digital behemoth relies on technical specialists rather than general management, and most managers are experts. The organisation thinks that training experts to become managers is simpler than training managers to become experts. As a result, extensive knowledge of their role is a critical need for management positions at Apple. The company's leadership techniques have been nicknamed "experts lead experts" (Podolny and Hansen, 2020).

Culture and Human relations' principles at Apple

With 147,000 full-time similar staff, Apple's corporate culture plays an important role in efficiently maintaining its operations on a global scale. (Apple Annual Report, 2018)

Apple organisational culture used to have a reputation of being harsh, demanding, and intimidating under the leadership of founder and late CEO Steve Jobs. However, it might be claimed that after taking over as CEO in 2011, Tim Cook has made significant attempts to 'humanise' the brand. Tim Cook, unlike his predecessor, has spoken out on human rights, privacy, immigration reform, and environmental problems (Dormehl, 2018).

Apple's company HR and culture incorporates the three major key elements:

1. Ingenuity and creativity. Apple implements a product differentiation business strategy, focusing on the design and functionality of goods and services. Effective execution of this plan in practise necessitates a high degree of imagination and innovativeness on the part of personnel at all levels. As a result, the organisation strives to provide a relevant working atmosphere in order to inspire its staff to be more creative and inventive. This concept may be shown by the innovative design of Apple Campus, relaxed clothing codes, and imaginatively created working spaces. (Dudovskiy, 2021).

2. Working under duress Working under pressure is a must-have ability for all levels of Apple employees. The majority of projects have rigorous and difficult deadlines and working long hours is the standard at the firm. CEO Tim Cook is a role model for his dedication to the firm and willingness to work long hours. He has a habit of sending emails to staff around 4:30 a.m. Furthermore, because of the executive meeting the following day, Sunday is a work night for many Apple management. (Ibid.).

3. An extreme level of privacy. Apple's corporate culture is characterised by a high level of secrecy. "Apple engineers, even senior engineers, have no clue what a finished Apple product will look like until it is introduced," it has been said. The software developers have no notion what the hardware is like, and the hardware designers have no concept what the software is like." (Hattersley, 2016).

Employees at Apple sign project-specific non-disclosure contracts, and their credentials can access some doors but not others on corporate grounds (MacInnis, 2017).

While these tactics efficiently contribute to the bottom line, Apple's corporate culture of secrecy has drawbacks. High levels of secrecy at work create information silos, hinder cross-departmental knowledge exchange, and establish a tight definition of roles, which can limit employee innovation.

4. Emphasize diversity and inclusiveness. Apple tries to include diversity and inclusion as a pillar of its organisational culture. The international technology corporation employs a vice president for diversity and inclusion whose major goal is to guarantee employee diversity at all levels.

The corporation created a USD100 million Racial Justice and Justice Initiative to promote racial equity in 2020. Tim Cook, unlike his predecessor Steve Jobs, writes to internal and external stakeholders on occasion about the need for society to do more to promote equality, particularly for Black people. (Banjo and Gurman, 2020).

McGregor's Theories at Apple

Apple recognises and rewards its employees through salary and development. "The compensation is reasonable, and perks include a 401(k) match, stock purchase

possibilities, product discounts and discounts on services in a variety of sectors, education support, childcare assistance, paid vacation, sick leave, and other time off alternatives, fitness club reimbursement, or bike cost set off." You receive 1.5 hours of OT every day and it's basically unlimited as long as you don't go above 12 hours in a day or 59 overall in a week" (Glassdoor, 2017).

Apple also invests in staff development: "There are endless prospects for progression." You may be coached, but you will never be beaten or belittled. They encourage personal development and assist you in reaching your goals." Glassdoor (2017)

At Apple, motivation is both internal and external factors. This is significant because individuals are frequently driven both inwardly and extrinsically (Dayan, 2016a). Employee motivation may be intrinsic as well as extrinsic. Intrinsic motivation is focused with addressing people's needs (Dayan, 2016b). Extrinsic motivation is involved with doing labour to effect change. Employees' primary extrinsic motivations in the job are to promote social value, to make money doing something they enjoy, or to make money doing something they want to be successful at (Ibid.).

Apple recruits extremely competent individuals to increase performance through an innovative culture. Employees at Apple achieve their objectives, and if they are under time constraints, they stay at work to accomplish their deadlines.

Employees stay despite the high level of stress because the task they do brings them personal gratification. "There's a lot of pressure to do things right, and that encourages people to perform their best job." "I'm still blown away by the brilliance and inventiveness of the folks I work with two years later" (Glassdoor, 2017).

Employees, on the other hand, desire shorter working hours and non-fluctuating shift periods from their bosses. Their supervisors promise to improve work-life balance, but nothing happens (Ibid.). While most employees' intrinsic requirements are addressed, their physiological demands and desire for autonomy go unsatisfied, and intrinsic motivation remains moderate.

Employees also work for Apple because they believe in the product and want to make a difference, which is an extrinsic incentive (Dayan, 2016a). Employees believe in the mission of using technology to make education and information more affordable: "Working at Apple means that the things you work on end up in the hands of hundreds of millions of people" (Glassdoor, 2017).

Comparison of Google, Apple, and their management practices

Apple and Google are multi-national conglomerates with head offices and have a significant brand presence. These two businesses sell various items and operate in various industries.

Companies	Identity	Strategy	Management style	Business model
Apple	Apple is devoted to developing innovative consumer electronic devices such as mobile phones, music players, tablets, and personal computers across the world	-The computing and consumer electronics industry. -Specialised market, providing innovative and cutting-edge technology at a premium price.	- It can be described as unconventional, - More like autocratic management. - Top-down management approach	- Pricing competitiveness, - a simple user interface, and assembly flexibility are used as differentiating techniques
Google	The mission is to organise the world's information and make it universally accessible and useful (Google, 2022)	-e-advertising. - Google.com,' is the most popular in the world - More distributed, open-source approach to new products	- Employees have the packages, perks, and unprecedented autonomy to choose projects and teammates	Google's primary revenue stream is e-advertising.

Table 2 Lashinsky (2008); Kahney (2008)

Part 3: Current debates and emerging thinking around Leadership

Definitions of key concepts and theories

This part will investigate the notion of good leadership and how it affects employee performance in the workplace. According to Yukl (2012), leadership is the process of persuading others to understand and cooperate on what must be accomplished and how to do it.

Good leadership could be described as an attitude in which a leader use positive techniques such as creating a vision, empowering people, cultivating a sense of belonging, and fostering mutual trust to achieve goals (Mohr, 2013). Employee performance could be described as how workers complete tasks and carry out their responsibilities. It is also described as the fact of being effective in the workplace, seeking efficiency and effectiveness of the desired end. As a result, performance allows us to assess the contribution that a person brings to the organisation (Ciner, 2019).

The subject of leadership development and practices is located in human resource management settings, where leaders build capacities by applying strategies formally or informally for employee and corporate performance (CIPD, 2012b).

Erickson et al. (2007) investigated whether good leadership may be the inverse of bad leadership in their study. Other social science scholars refer to the Harmful leadership method as destructive leadership (Padilla et al. 2007), with an emphasis on harmful and destructive behaviours (Thoroughgood et al. 2012).

As a result, followers believe that leaders are good or bad based on their actions, which has a detrimental influence on work ethics and staff productivity.

Nowadays, the need of leadership is emerging since success as a manager or an administrator in modern organisations often entails the ability to lead (Yukl 2010). In many organisations, ethical and leadership issues are evolving. In a KPMG poll of 24,000 workers from various firms in 2000, 74% said they had encountered violations of law or company policy and standards the previous year, with 50%

saying they had witnessed severe wrongdoing that may result in financial losses. Employees who work for organisations that have extensive ethics and compliance systems reported better performance than those who work for companies that do not have such programmes (KPMG, 2000). This indicates how important are ethical concerns in businesses.

Current controversy and debates on theories of leadership

Salaman (2010) discloses a debate in which numerous crises have occurred in organisations because of leadership practises and growth; Mabey (2013) demonstrates in his analysis that there are four leadership discourses while managing organisations. These leadership discourses include dialogic, critical, interpretive, and functionalist discourses, and they all influence whether players have access to corporate performance (Mabey, 2013).

Discussion about dialogic leadership development

Deetz (1996) was an early adoption of the word 'dialogic' in his work on organisational discourse, which encompasses techniques that could otherwise be labelled as postmodern or poststructuralist. The term 'dialogic' refers to the fact that speech can only exist in connection to previous discourse as well as in anticipation of future discourse (Bakhtin 1981; Fairclough 1992). Any text or speech is thus inherently 'intertextual' (Kristeva 1986) in the sense that it is part of a conversation that provides the circumstances and possibility for all meaning (Wehrle 1982). It sees the self, especially the self as 'leader,' as a multifaceted, fractured, and discursive accomplishment, one that is constantly in the process of being rather than anything more set or stable.

Discourse on critical leadership development

The term "critical theory" is frequently used broadly to refer to any type of self-conscious thinking aimed at emancipatory social transformation. However, the term is also widely used more narrowly to refer to the corpus of critical theory thinking emerging from the Frankfurt School (Carr 2000; Johnson and Duberley 2000), and it is with this more restrictive definition that this study is principally concerned. The Frankfurt researchers created their concept of dialectical reason in response to what they perceived as positivism's cultural domination and its sole emphasis on instrumental reason (Rusaw 2000). The instrumental reason is exclusively concerned with means–ends computations and considers itself apolitical and value-free (Johnson and Duberley 2000).

The interpretive discourse for leadership development practice

By defining the organisation as a social site comprised of diverse cultural groups, each of which is assumed to have distinct methods of making sense of the organisational environment, the interpretative discourse broadens knowledge of leadership development practise. From this vantage point, the relevance of

leadership development, its goals, execution, and outcomes are viewed because of the sense-making of a variety of actors, some observing, others participating. Leadership development research thus necessitates the use of inventive tools to access and comprehend leaders' lived experiences in their everyday work situations, to unearth the unique ways in which they learn, engage, improve their talents, and advance their careers (Kempster and Stewart 2010; Yanow 2000)

Functionalist discourse for leadership development

Proving the significant effect of leadership development is a key concern and commitment of functionalist discourse, with the supposition that measurable levels of achievement (or failure) can and should be evaluated rationally – though it should be indicated that not all points ” are inevitably performative in focus (Easterby-Smith 1994), nor is performativity the exclusive field of functionalist discourse (Spicer et al. 2009). In reality, attempts to quantify the value of such activities have made little headway in recent years (Black and Earnest 2009; Collins 2001).

Comparing and contrasting the four discourses

Researchers dealing with an interpretative discourse could refer to sociocultural variables that impact behaviour; this is the area the functionalist discourse frequently doesn't consider or undervalues (Raelin 2001). Interpretive discourse places less importance on personal leadership roles and insists on methods of leading (regardless of formal roles or functions); less emphasis on organisations as initiators of programmes of training and more importance on realism and interpersonal leadership learning that takes place without interference (Kempster and Stewart 2010); less emphasis on the command, achievement, and precision inherent in lot of leadership development thinking and more emphasis on the learning that takes place (Larsen 2004; Storey and Tate 2000). This emergent, dispersed approach of leadership development is challenging for functionalists to consider since it contradicts corporate planning for performance assumptions.

Epistemological positions applied to leadership

Pragmatist approach of leadership

The first paradigm to be mentioned in this work is Pragmatism, which is a theory of meaning that says that ideas are only significant since they are important for action (Kelemen, 2008). Charles Peirce (1839-1914), William James (1842-10) and John Dewey (1859-1952) were among the founders of this paradigm (Kelemen, 2008). Pragmatists believe that an idea has significance if it has practical effects (Saunders et al., 2012). Pragmatists create knowledge by linking it to relevant facts and real-world circumstances (Honey and Mumford, 1989). However, pragmatism may be challenged on the grounds that many relevant phrases have no practical effects on their own, but only when combined with other theories (Audi, 1995).

According to the pragmatic viewpoint, social behaviourism is the basic method of collecting knowledge and understanding what people do (Rorty, 1999; Sundin & Johannisson, 2005). In the context of leadership, pragmatism entails what

Trompenaars and Turner (2002) refer to as systematic experimentation in workplace context; systematic experimentation maintains what works pragmatically; thus, reasoning continues to remain essential in providing perspectives toward what does work what doesn't. Furthermore, pragmatism highlights Deweyan's study on language (Garrison, 1995) as the foundation of knowledge and communication among individuals in organisations. As a result, since the leadership mindset is too difficult to understand using a single study technique, it is obvious that pragmatism is a powerful approach that allows for the use of mixed approaches.

Positivist approach of leadership

In general, the positivist epistemological stance uses logical and orderly principles to scientific method; it is regarded as the conventional approach to understanding reality and the basis of the process to design (Beardwell, 2014). Auguste Comte (Gane, 2006) and Emile Durkheim are two key philosophers (Durkheim, 1938). When obtaining empirical data, it seeks impartiality in the construction of testable hypotheses, as well as causal links and quantification (Heather, 1976). (Rose, 1978). Kincaid (1998) has questioned positivism in many ways: first, the theory-observation separation is difficult to make; second, converting theory into observations presupposes theoretical words in data analysis; and third, every scientific test requires theoretical assumptions.

Many managers and management theorists believe in the positivist perspective of leadership and demand on HRM activities such as testing with psychometric tests when recruiting and planning models (Bearwell, 2017). Some psychologists identify and evaluate traits and compare individual scores; they query whether this individual exhibits more or less than the average of a given character. One of the most essential components of this positivist approach is the ability to predict how individuals will act in a particular circumstance (Mullins, 2016). Positivism "breaks apart difficulties in order to fragment the universe" (Senge, 1990); objects are studied independently considering their environment, separating units of conduct, behaviour, or experience from each other (parker, 1990).

My personal epistemological framework

Pragmatism is my own research perspective, and in my future research, I will focus on the link between good leadership practises and employee performance. Pragmatism is one of the distinctive approaches that uses mixed research methodology (Greene 2007, 2008; Johnson et al. 2007). Pragmatism interests me because it allows me to do study in an area of personal interest while employing suitable procedures. Because leadership behaviour is too complicated to be defined or understood through the lens of a single research technique, I believe that pragmatism is a unique tradition that allows for the simultaneous application of many research methodologies.

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