

RELATIONSHIP BETWEEN LAISSEZ- AFFAIR LEADERSHIP TECHNIQUE AND CAPABILITY

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ABSTRACT

This Study investigated laissez –affaire techniques and. The researcher examined laissez-faire technique. The finding of the study indicated that autocratic technique has a high negative relationship with innovation, adaptation and capability of agro firms in Rivers State. The study pointed that organisational culture has significant influence on laissez –affaire techniques and capability of agro firms in Rivers State. The study therefore recommended that leaders and managers of firms should practice democratic and laissez –affaire techniques, and avoid to overcome organisational situations where necessary for the success of the firm. The organisational culture should not be too rigid rather flexible to accommodate changes arising from business environment.

Keywords: Laissez –affaire Leadership Technique, Organisational Resilience, Capability

INTRODUCTION

Northouse, (2010) leadership is a process whereby an individual influences a group of people into achieving a common goal for the overall good of both the individual and the group of people. Leadership is the use of leading strategies to motivate and enhance the employee's potential for growth and inspire them to bring out their best or contribute their best to better the organization (Fry, 2013). Rosenboom, (2011) cited that leadership is the act of influencing subordinates so they will be willing to give their best to achieve organizational goals.

Moreover, the ability to enthusiastically persuade others to work towards a definite objective, the motivation and the human factor keep a group organized. Introduction of new procedures and structures for achieving or changing organizational set goals or objectives. Personal influence directed through communication processes with the sole aim of achieving the goals of the organization. Influencing the behaviors, actions, beliefs, and goals of the person involved. From this, one can deduce that leadership is not an isolated activity; rather, it is a collective effort to better the organization. Leadership requires the use of persuasion and influence rather than coercion or coercive domination. Leadership is a gradual and continuous process; it is an ongoing activity with the key aim of accomplishing a set goal for the organization (Jackson, 2011). Heresy and Blanchard, (2011) review leadership literature, offered their definition of leadership as the process of influencing the activities of a group or an individual towards achieving goals in a particular situation for the organization's overall betterment. As a result of those above, this research seeks to determine the influence of leadership techniques on employees' performance of agro farms in Rivers State.

Nevertheless, leadership in an organisation certainly has a strong impact on the success, employees' satisfaction, and employees' engagement. Some researchers have concluded that by using effective leadership styles, leaders inspire and enable their employees' to be successful (Bhargavi & Yaseen, 2016). Leaders must use effective leadership styles to influence levels of performance in the growth of company's employees. Leadership styles and organizational efficiency is strongly related. Effective leadership style is seen as a strong source of sustainable competitive advantage and growth management (Al Khajeh, 2018). Style of leadership allows the company accomplish its current goals more effectively by connecting employee performance to expected incentives and ensuring that staff have the necessary tools for doing the task. Without leadership there is an increase in the probability of errors happening with more and more reduction in prospects for success. Leadership,

along with stimulants and opportunities, fosters the desire of individuals to accomplish objectives, playing a significant role in the processes of creating, communicating and transforming organizational culture. Considering the nature of leadership is power, the art of mobilizing another to battle for common interest could be commonly viewed as leadership. Leadership has everything to do with outcomes. Leaders face a tough challenge in today's globalized economy, with businesses facing constantly changing environments.

Hypotheses

Ho1: There is no significant relationship between laissez-affair leadership technique and capability of agro firms in Rivers State.

Laissez -Faire Technique

Laissez- faire is a French term that means "let it be" and is also referred to as "hands off style" (Nwokocha & Iheriohanma, 2015). In other hand, I don't care style of leadership approach. It means putting fellow employees throughout the manner they like without compliance to any strict rules or protocols to complete projects and jobs. The laissez-faire leader avoids managing his staff. Laissez faire leaders were argued not to invest in the advancement of staff as they assume that staff should take good care of themselves (Puni *et al.*, 2014). This style of leadership has not been shown to be functional in the financial sector or Non-Governmental Organizations which allow both the leader and subordinates to contribute to the decision-making process and complete tasks to ensure the organization's performance. This is described as a leadership style in which leaders refuse to take decisions, are not present when necessary but do not want to take on responsibility or lack of leadership capacity. Leaders of laissez faire do not use their power and refrain from taking initiative. It is regarded a passive form of leadership that is inefficient. This style encourages setting up a comfortable work environment; it puts morality down and reduces the group's performance. With such style of leadership, leaders are trying to move on the decision-making process burden to the team. The team is poorly organized as its leadership capacity is not respected by the leader. Laissez faire style is associated with unhappiness, unproductivity, and inefficiency. But that's debatable. Under this leadership style, decision-making is carried out by anyone who is ready to accept it. An example of a laissez faire leader would be Andrew Mellon, an American banker and politician. A great innovator, Mellon is the prime example of a laissez faire American leader of the 20th century who was as confident in philanthropy and politics as he was in banking and commerce. He is credited with helping to build American manufacturing sector, including the giant refineries of oil, steel and aluminums. Mellon represents the leader of the laissez faire as he believed not only in selecting skilled and knowledgeable individuals to run business, but also resisted government regulation in the context of tariffs and other regulations.

However, operating in dynamic environments and linked by digital real-time messaging, mobile staff have become their organizations' critical resource (Ogunyomi, 2015). What will be required are now leaders who could be innovators and centres of gravity simultaneously, retain internal emphasis and allow individuals and organizations to adapt and thrive.

Relationship between Laissez- affair leadership Technique and capability

Laissez-faire leadership style is associated with unproductiveness, ineffectiveness and dissatisfaction (cited in Koech & Namusonge, 2012). Laissez - faire leaders avoid making decisions, the provision of rewards and the provision of positive/negative feedback to subordinates (cited in Mester, *et al.*, 2003). Jones & Rudd, (2007) described laissez-faire leadership as leadership in an inactive form characterized by unwillingness to be actively involved and a view that the best leadership comes from disassociation from activities. Cilliers, Van Eeden & Van Deventer, (2008) stated that these leaders avoid active.

Skogstad, Hetland, *et al.*, 2014), "laissez-faire has been consistently found to be the least satisfying and least effective management style" (Bass & Bass, 2008). However, as research has mainly focused on the direct effects of laissez-faire leadership (Bass and Bass, 2008; Hinkin &

Schriesheim, 2008), the mechanisms and contextual boundaries associated with these effects have received little attention, which is a gap we intend to fill with the current study. Our attempt at doing so resonates with the call for a more nuanced approach to laissez-faire leadership (Wong & Giessner, 2018), as its effects may depend on the context (Yang, 2015; Yang & Li, 2017). By shedding light on these processes, we take a step toward understanding how the detrimental effects of laissez-faire leadership can be reduced, hence providing clues for practitioners.

Wallace *et al.* (2013) stated that bank leaders should set the right tone to drive the entire organization towards doing what is right for the organizational progress and that bank leaders should enforce ethical leadership approach throughout the organization. In agreement with this, Ejimabo, (2013) stated that bank leaders should ensure fair judgments are applied in all the bank dealings, be it compliance, marketing, sales employee relations, customer service, and all other bank engagements

Research Design

Research design adopted is correctional research design.

Population of the Study

The population of this study covers (110) staff; casual staff, cleaners and security ten selected agro firms in Rivers State.

Population Distribution Table

S/N	Firms	Staff	Casual staff,	Cleaners and security	Total
1.	Ojemai Farms Limited . Sub-category: Farms. Address: Plot 267, Trans Amadi Industrial Layout, Port Harcourt, Rivers State, Nigeria.	5	3	3	11
2.	Rivers State Vegetable Oil Company Ltd (RIVOC) . Sub-category: Millers. Address: Plot 80, Trans-Amadi Industrial Layout, Port-Harcourt, Rivers State.	5	3	3	11
3.	Limited. Sub-category: Services. Address: 16, Road, 4th Drive Ogbatai Road, Woji, Port Harcourt, Rivers State, Nigeria	5	3	3	11
4.	Winning Edge Farm . Sub-category: Farms. Address: 89 Aluu Road, Rukpokwu, Port-Harcourt, Rivers.	5	3	3	11
5.	6. Ltd. Sub- category: Farms. Address: 2B, Eleme Street, Old GRA, Port Harcourt, Rivers State	5	3	3	11
6.	7. Integrity Vision Limited(Aqua-Agro Farmers) . Sub-category: Farms. Address: 119, Redeemed Road of Apajo Sandfill, Port Harcourt, Rivers State.	5	3	3	11
7.	Multibond Industries Ltd . Sub-category: Agric Farms . Address: 50, Ikwere Road, Mile 1, Diobu, Rivers State.	5	3	3	11
8.	Ojemai Farms Ltd Sub-category: Agric Farms Address: 36, Trans-Amadi Industrial Layout, Port Harcourt, Rivers State.	5	3	3	11
9.	Limited. Sub-category: Agricultural Equipment . Address: Plot 13 Trans Amadi Industrial Layout, Port Harcourt, Rivers State.	5	3	3	11
10.	Ltd. Sub-category: Agricultural Equipment Address: Suite 212/ 213, Nipost Building Territorial H/q Station, Port Harcourt, Rivers State	5	3	3	11
Total		50	30	30	110

Source; https://www.directory.org.ng/list-agriculture_and_agro-allied?st=Rivers

Sample and Sampling Technique

The sampling technique that is adopted for this research is probability sampling technique. In this case, simple random sampling allows equal chance of selection of the variables study.

Instrumentation

The Instrument that is used by the researcher is structured questionnaire to elicit responses from respondents.

Method of Data Collection and Analysis

The researcher used primary data collection: questionnaires, interviews, personal experience as a businessman and observations. The secondary and tertiary sources of data collection that was used are; library, newspaper, awake, journals and citation from other scholars 'book etc.

The completed questionnaires were edited for completeness and consistency. Quantitative data collected were analyzed by the using; Mean and Standard Deviations for the research questions at assume of 2.50.

Results

Hypothesis Test one

Ho₁: There is no significant relationship between laissez - affaire leadership technique and capability of agro firms in Rivers State.

Pearson Correlation: Relationship between laissez-affarie Leadership Technique and Capability of Agro Firms

Variables	Capability	laissez-affarie Technique
Laissez-affarie Technique	Pearson Correlation	1
	Sig. (2-tailed)	0.771**
	N	80
Capability	Pearson Correlation	0.771**
	Sig. (2-tailed)	0.000
	N	80

Degree of freedom = 0.01 **SOURCE: Researcher Survey ,(2022).**

Table above showed that the calculated R value of 0. 771** is greater than critical at 0 .01 level of significance and degree of freedom. Based on decision rule, null hypothesis that says, laissez-affarie leadership style does not have significant relationship with capability of agro firms is rejected whereas alternative hypothesis is accepted (**P= 0.771** < 0.01**)

CONCLUSION

The study concluded that leadership styles adopted by an organisation will determine the success or failure the firm. Also, an autocratic leadership leads to organizational conflicts which negatively affected the overall performance of any firm.

RECOMMENDATIONS

Based on the interpretation of the analyses, summary of findings and the conclusion, the following suggestions are offered to help the leaders, manager, supervisors and the society on the relevance of this study;

1. The leaders should adopt laissez-affaire leadership technique as the finding proved that there is moderate positive significant relationship on innovation of agro firms in Rivers State.
2. The leaders should adopt laissez-affaire leadership technique as the finding pointed that there is moderate positive significant relationship between laissez-affaire leadership technique and adaptation of agro firms in Rivers State.

3. The leaders should adopt laissez-affair leadership technique as the finding proved that there is high positive significant on capability of agro firms in Rivers State.

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