

## INNOVATIONS

### **The Effect of Laissez-faire Leadership Style on Employees', Job Satisfaction and Organizational Commitment**

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#### **Abstract**

In order to influence personnel, leadership styles are critical in organizations . The goal of this research was to see how a laissez-faire leadership style affected employee organisational commitment and job satisfaction. The sample size was set at 360 academic staff members from Ethiopia's 19 technical, vocational, educational, and training colleges. A questionnaire was used to conduct the survey. The descriptive and inferential research methods were applied. Structural Equation Model was used to analyze the data, which was done with AMOS software and SPSS version 23. The standardized and unstandardized estimate regression weight output of the Correlation and hypothesis are tested using the AMOS graphic. According to the findings, there was a substantial association between employee organisational commitment and job satisfaction and laissez faire leadership style.

**Keywords:** 1.Leadership style 2.commitment 3.Job satisfaction 4.Laissez-faire

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## 1. Introduction

In today's environment, leadership is critical to society's well-being, not only in terms of organisational performance, but also in terms of developing and identifying personal abilities and hidden traits that can benefit the entire society. The importance of leadership styles in relation to employee job satisfaction and organisational commitment in the chosen organisation will be described in this thesis, which will include both theory and quantitative data. Organizational commitment is a powerful concept that is easy to see but difficult to achieve in practise. It is difficult for any employee to stay with a company for several years. Nowadays, everyone is on the lookout for a better opportunity and will leave if one presents itself. Organizational commitment as a closely related construct appears to deserve equal attention in this context. A committed employee could be expected to work more independently; to make sound decisions on the organization's behalf, even in an unfamiliar situation; and to go beyond formal job requirements. A committed employee is also assumed to be more productive, to be less often absent, and to be less likely to leave the company for another job (Young, 1998). According to Klein and Izzo (1996), organizations and workers today are in the center of a commitment crisis. Simpson (1995) stated that in many organizations there exists a growing commitment gap between the expectations of employers and what workers are prepared to do. At the same time employers seem to depend more than ever on committed employees since the costs for recruitment and training are higher than the efforts for retaining present employees. So in this thesis the basic concept of *laissez-faire* leadership style and how does it affect the employee satisfaction and organizational commitment in a context of Ethiopian culture was focused. The main leadership styles i.e., transformational, transactional and *laissez-faire* leadership styles were discussed in reference with the selected organization and how *laissez-faire* leadership style affects the employee satisfaction and organizational commitment.

As the age of the knowledge worker with a multigenerational workforce unfolds, employee commitment is an increasing concern for the organization professionals. Management must develop an understanding of the relationship between the job satisfaction, and commitment of their employees to retain the necessary talent for the maintenance of competitive advantage (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Satisfied, and committed employees are critical to ensuring a highly productive workforce (Das, 2013). Per Aguenza and Mat Som (2012), by understanding the level of satisfaction, and commitment, organizations can determine ways to improve organizational practices for the retention of valuable staff members. Organizational structure, work experiences, characteristics of the work, and the relationships established between management and coworkers influence satisfaction, and organizational commitment (Leite, de A. Rodrigues, & de Albuquerque, 2014). Sufficiently Committed and satisfied employees tend to produce outstanding results, such as increased profitability and improved productivity, so this commitment is of strategic importance for organizations (Geldenhuis, Laba, & Venter, 2014).

Employees are the fundamental source of value creation for a firm, particularly in knowledge-based industries (Edmans, 2012). By keeping employees satisfied, and committed, firms do not have to be concerned about employees leaving the organization. Since 2012, studies are lacking regarding the relationship between employee job satisfaction and employee organizational commitment. Job satisfaction is one of the most studied constructs in the fields of organizational and industrial psychology (Geyer & Daly, 1998; Hartzell, 1988; Howard & Frink, 1996; Tett & Meyer, 1993; Varona, 1996). Studies in the last three decades have shown conflicting evidence about the factors that are most important in employee satisfaction. The lack of research on how both motivation and job satisfaction affects commitment results in the lack of information available.

As stated in the prime sub activity report of the Amhara national regional state TVET bureau (2014), Institutions were asked as to what kind of challenge they do face in their day-to-day operation. The problems raised by the institutions are like Shortage of training facilities, Lack of staff development and high staff turnover, Rigid financial and procurement rules, Poor Coordination and communication among stakeholders and High dropout rate of students. Such problems may be indicates that the existence of leadership problem. The results of the study will be equip the organizational leadership to determine which styles to adopt so that the employees are more satisfied and committed and hence have a much better engagement and connect with the organization. Acceptance of the suitable style will help induce trust and loyalty for the organization and the study has the following objectives:-

- ✓ To explore the relationship between Laissez faire leadership style with organizational commitment
- ✓ To examine the relationship between Laissez faire leadership style with employee job satisfaction

## 2. Methodology

This section presents the different methods adopted in collecting and interpreting data related to the study by discussing choices related to research design, target population, sample and sampling techniques, sample size, data collection procedure, instrumentation and data analysis.

### 2.1. Research Design

A research design is a conceptual framework within which research is carried out with the goal of collecting meaningful evidence with the least amount of effort, time, and money possible (Kothari, 2004). Both descriptive and explanatory research designs are used in this study. Descriptive design examines a sample of a population to produce a quantitative or numeric depiction of patterns, attitudes, or opinions. The researcher generalizes or makes statements about the population based on sample results (Creswell, 2003).The descriptive research aims at obtaining complete and accurate information for the study, the method adopted must be carefully planned. The researcher should precisely define what he wants to measure? How does he want to measure? He should clearly define the population under study. It uses methods like quantitative analysis of secondary data, surveys, panels, observations, interviews, questionnaires, etc.(Raja & Palanichamy, 2011).

Explanatory research design is used to explain the relationship of laissez-faire leadership style with subordinate organizational commitment, and Job satisfaction. As a correlation study, this research also describes relationships between independent variables (with dependent variables (Employee organizational commitmentand Job satisfaction).There is one independent variablewhich is Laissez-faire leadership. There are two dependent variables employee organizational commitment, and job satisfaction. This explanatory study was attempted to establish a relationship between these variables. And also the type of research approach wouldemployed in this research was both quantitative and qualitative method.The researcher was collected data from 19 Technical, Vocational and Educational Training college, full time academic staff members of the selected college (to Laissez fairestudy leadership styles of their directors, deans, heads and supervisors).

## 2.2. Target population

A target population is a subset of the population with comparable characteristics who are identified as the intended audience for a product, advertisement, or study. It is a subset of the entire universe of persons who have been chosen as objective audience respondents (Welman et al., 2012). The goal of this study is to see how laissez faire leadership styles affect employee job satisfaction and organisational commitment. As a result, the study's target demographic was full-time academic staff from 19 TVET colleges in the North Gondar Zone (currently split in to three zones called Central, west and North-East). According to the Amhara National Regional educational bureau statics in the prime sub activity report (2014) there are around 2,800 full time academic staff members' in 19 TVET colleges.

## 2.3. Sample size and sampling technique

(Poddar, 2012) Cluster sampling refers to a type of sampling method. With cluster sampling, the researcher divides the population into separate groups, called clusters. Then, a simple random sample of clusters was selected from the population. The researcher conducts his analysis on data from the sampled clusters. The study population is homogenous and the respondents have similar occupation therefore the appropriate sampling technique for such population is cluster sampling. Once the sample size determined using the appropriate formula, proportional sampling technique would use to select respondents from each college.

According to (Kothari, 2019) Sample Size formula: The size of the population is 2, 800. The margin of error has been considered as 5% and the desired confidence interval is 95%.

$SS = Z^2 * (P) * (1 - p) * N / e^2 (N-1) + z^2 * p * q$ . e.  $(1.96)^2 * (.5)(1-0.5)2,800 / (0.05)^2 * (2,800 - 1) + 1.96 * 0.5 * 0.5 = 359.1479$  which is approximately 360

Where  $-Z = Z$  value (e.g., for 95% confidence)  $P =$  Percentage picking a choice, expressed as decimal (.5 used for sample size needed)  $e =$  Confidence interval expressed as decimal (5%).

## 2.4. Data collection procedure

Research data gathering has been done by applying both primary and secondary data collection techniques. Primary data collection involves the researcher collect the data himself from the respondents (Welman et al., 2012). The primary data for the study has been obtained through a non-experimental, cross-sectional design as data measurement involved a single time dimension. Leedy and Ormrod, (2001) points out that, questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals.

The researcher was administered the questions to the relevant respondents in an effort to achieve the necessary information. The questionnaires would administered through a drop and pick later method because of the busy schedule of the target respondents. This reduces the level of interference with the daily duties and operations of the organization. Secondary data on the other hand is acquired from the books, documents, journals, articles and inspectorate of educational institutions. Questionnaires were carefully chosen as the most suitable method to gather the primary data (Welman et al., 2012). Questionnaires are practical and the results can be quickly and easily quantified by using statistical software packages making it more objective than other forms of research instruments (Welman et al., 2012).

### 2.5. Measurement of the Data

The questionnaire would use during this study was in two separate sets to live the variables and test the hypotheses. The primary set consists of eight questions regarding demographic backgrounds about the respondents like age, education, legal status, occupational status, salary, length of services, gender, and internal promotion. The second set consists of three parts. the primary part consists of organizational commitment (15 items) adopted from organizational commitment questionnaire (OCQ) developed by Porter and his associates in 1974. The second part is job satisfaction with 15 items of the Professional Satisfaction Scale adopted from (William Blank 1993). The third part consists of concerning laissez faire leadership styles (7 items), which were filled up by the subordinate employees working under the leadership of the supervisor/Head/Director of the department which was adopted from Multifactor Leadership Questionnaire (MLQ).

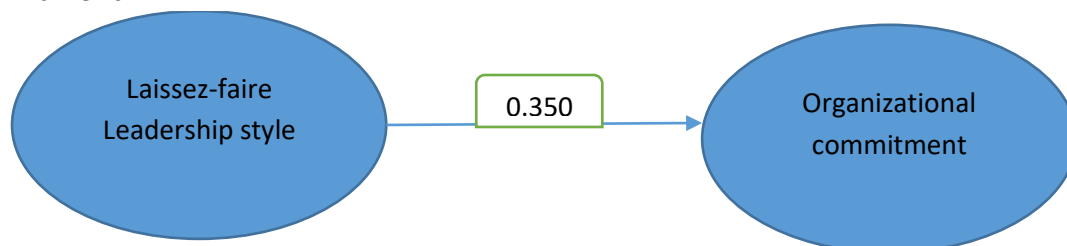
### 2.6. Data analysis

The data was analyzed using a correlational design, in which the link between the independent and dependent variables was examined. The correlations between these variables were then examined using descriptive statistical techniques and IBM SPSS Version 23 statistical data analysis software, which were supported by AMOS graphic and IBM SPSS Version 23 statistical data analysis software. Permission to participate in the research was received from the identified organisation in order for the study to begin. A personal meeting was scheduled with the organization's Executive Director to discuss the study's goals and objectives, as well as the benefits it will bring to the company. During this discussion, the topics of ethics and anonymity in data collection were discussed. With the directors consent a departmental list was obtained to identify the target population for the study.

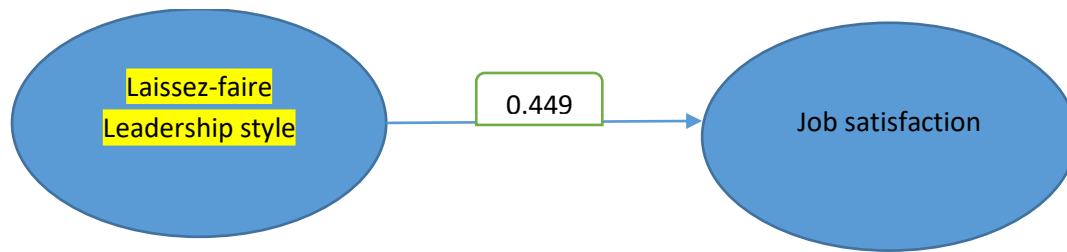
### 3. Findings

The main objective of the study was to investigate the effect of Laissez faire leadership style on employee job satisfaction and organizational commitment in a context of Ethiopian context was focused. In order to simplify the discussions, the researcher provided tables, graphs, diagrams and figures that summarize the collective reactions and views of the respondents and analysis has been made under each hypothesis which addresses the effect of laissez-faire leadership style on organizational commitment and job satisfaction.

**H1: Laissez-faire leadership style has a significant effect on organizational commitment**



**Figure 1: reation ship between laissez-faire leadership style & commitment**



**Figure 2: reation ship between laissez-faire leadership style & job satisfaction**

According (Jing, & Every, 2008) found there is no one best way of thinking about leadership, rather that different kinds of leadership reflect social and historical roots, depending on the context. According to Voon, et al, (2011) the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia, the result showed that Laissez faire leadership style has a negative relationship with job satisfaction in government organization.

Further empirical studies such as the study carried out by Rossmiller (1992) revealed that teachers s' perception of principals' Laissez faire leadership skills, has significant impact on teachers' job satisfaction and often concluded that principals of the school practicing Laissez faire leadership are more likely to foster and enhance job satisfaction among teachers. Leadership characterized by role modeling and openness contribute more to reduction integrity violations by employees than leadership characterized by strictness (Huberts, et al, 2007).

#### 4. Conclusion

According to the findings of this study, laissez faire leadership styles had a beneficial impact on employee commitment and job satisfaction. Even if these findings differ from those of earlier researchers, the statistics suggest that a laissez-faire leadership style has a moderate impact on commitment and job satisfaction. Furthermore, the results revealed that a laissez-faire leadership style had a beneficial impact on staff loyalty and job satisfaction. According to Anderson et al. (2016), a laissez-faire leadership style is one that allows people to do their jobs in the best way they know how and without a lot of oversight. The laissez-faire style develops from minimal managerial interference in workers duties and minimal supervision creates trust and confidence in employees, leading to better performance and quality results (Anderson et al., 2016).

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