

# THE IMPACT OF DEMOCRATIC AND LAISSEZ-FAIRE MANAGEMENT STYLES ON EMPLOYEES' PRODUCTIVITY IN MANUFACTURING ORGANIZATIONS IN ABIA AND IMO STATES, NIGERIA

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## Abstract

*This study investigates the impact of democratic and laissez-faire management styles on employee's productivity in manufacturing organizations in Abia and Imo States, Nigeria. The survey research design was adopted for the study. A sample size of 311 was adopted for the study using Taro Yamane's formula for sample size determination. In choosing the sample for the study, the purposive and proportionate sampling techniques were adopted. The summation of all the responses were presented and analyzed using frequency distribution tables and simple percentages, while the Ordinal Legit Regression (Ology) Analysis was used to test the hypotheses formulated in the study. In-depth interview was also employed to validate the information gotten from the questionnaire and the results are in consonance with the test statistics. The results of the test statistics reveal that, there is a significant relationship between democratic management style and employee's productivity in manufacturing organizations in Abia and Imo States; and there is no significant relationship between laissez-faire management style and employee's productivity in manufacturing organizations in Abia and Imo States. The study concludes with recommendations which include that, managers should adopt democratic management style to the employees by inspiring them through sharing of ideas which in turn leads to employee's productivity. The study also recommends that, managers should discard laissez-faire management style in other not to bring decline in employee's productivity and organizational performance at large.*

**Keywords:** Democratic Management Style, Laissez-faire Management Style, Employee's Productivity, Manufacturing Organizations

## Introduction

Management style is one of the critical antecedents to employee's performance and organizational productivity. It is the general approach of a manager in dealing with people at

work and exercising of authority over subordinates in an effort to reach organizational goals. The effectiveness of any organization is largely determined by the manner of work coordination, level of workers commitment to the entity and the extent to which workers cooperate with one another.

The magnitude and importance of management style in different organizations has long been unnoticed and less observed. But currently, its importance has been globally recognized which made it a burning issue all over the world (Fraisal, Mohammed, Tariq, Samina, and Bahir, 2014). The management of manufacturing organizations must move towards selecting an efficient and effective management style for a higher productivity because organizational productivity is generally based on the amount and excellence of goods and services created and also, the level of managerial practices carried out by managers (Aryee, 2011).

Singh, Nadim, and Ezzedeem (2012) in their study, examined the "The Effects of Effective Leadership Behavior of Supervisors on Frontline Employee Service Quality". They observed that, the essential leadership characteristics for a good leader were; empowering, knowledgeable, self-assured, decisive, and rewarding which increases output in organizations; while the characteristics of a bad leader were; manipulating, selfish, dishonesty, unapproachable, and condescending, which are impediments to organizational productivity. The study concludes that, "for management to achieve maximum efficiency and effectiveness in organizations, the correct management style has to be adopted. So, if managers in organizations possess good management style such as democratic management style, autocratic management style, empowering efficient skills and self-assured potentials, there would be increase in employee's performance and organizational productivity at large".

Small and Medium Enterprise Development Agency of Nigeria (SMEDAN) in (2008) reported that, most small and medium scale businesses in Nigeria die before their fifth year anniversary due to ineffective management style. Ashibogwu (2008) stressed that, "the reasons for the high failure in meeting up with organizational goals in Nigeria are; lack of the use of market research to confirm demand, failure to maintain high level of customer patronage, and inappropriate management style of leadership by various organizations in Nigeria". Against this backdrop, this study seeks to investigate the prevalent of democratic and laissez-faire management styles in manufacturing organizations in Nigeria with a view to exploring the relationship between the management styles and employee's productivity in manufacturing organizations in Abia and Imo States.

### **Statement of the Problem**

Lack of efficient and effective management styles appear to be a serious problem affecting productivity in manufacturing organizations in Abia and Imo States, Nigeria. In the manufacturing organizations, managers tend to adopt the democratic managerial style of leadership thereby allowing employees to take part in the decision making on certain issues in the organizations as well as respecting the magnitude of talents and skills among them. Yet, the productivity of the employees does not seem to be on the increase which in turn affects employee's productivity. Also, the laissez-faire managerial style of leadership appears to be inefficient in improving employee's productivity as well as taking responsibility to lead

organizations towards goal attainment. Therefore, this study seeks to investigate the relationship between the democratic, and laissez-faire management styles on employee's productivity in manufacturing organizations in Abia and Imo States, Nigeria.

### **Research Questions**

The following research questions are posed to guide this study.

1. Does democratic management style leads to employee's productivity in the manufacturing organizations in Abia and Imo States?
2. Does laissez-faire management style relates to employee's productivity in the manufacturing organizations in Abia and Imo States?

### **Objectives of the Study**

The general objective of this study is to investigate the impact of democratic, and laissez-faire management styles on employee's productivity in the manufacturing organizations in Abia and Imo States. Specifically, the study tends:

1. To ascertain if democratic management style leads to employee's productivity in manufacturing organizations in Abia and Imo States.
2. To determine if laissez-faire management style relates to employee's productivity in manufacturing organizations in Abia and Imo States.

### **Research Hypotheses**

Based on the objectives and research questions put forth for this study, the following hypotheses are formulated to guide this study:

- H<sub>01</sub>:** There is no significant relationship between democratic management style and employee's productivity in the manufacturing organizations in Abia and Imo States.
- H<sub>02</sub>:** There is no significant relationship between laissez-faire management style and employee's productivity in the manufacturing organizations in Abia and Imo States.

### **Review of Related Literature**

#### **The Concept of Management Style**

Management style is the overreaching manner in which management exercises control over its workers. According to Raindrop and Premkumar (2010), management styles are collectively learnt behaviors, subject to all the infirmities of human learning. They incorporate both the contents and processes of decision making and are aligned to goal setting, strategy formulations, and strategy implementations in an organization. Green (2004) maintained that, "without effective management styles, it would be difficult for an organization to function effectively. The manager defines the goal of an organization, develop the planning and control system that guide and monitor the organization's success".

Khandwalla (1995) sees management style as the distinctive way, in which an organization makes decisions and discharges various functions, including goal setting, formulation and implementation of strategy, all basic management activities, corporate image building, and dealing with key stakeholders. Effective management style is the extent to which a leader continually and progressively leads and directs followers to a predetermined destination agreed upon by the whole group. It is the manner of approach to issues of the

managers towards achieving the goals of their organizations by transforming various resources available in the organizations into output through the functions of management.

### **The Concept of Productivity**

Productivity refers to the measure of how all operating systems function. Kendrick (1977) in Johns (2013) opined that “productivity is the relationship between the output of goods and services and the input of resources; human and non-human used in the production process”. The relationship is usually expressed in ratio form ‘O/I’. In essence, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Therefore, productivity is a measure of the performance of a worker or an operation’s system relative to resources utilization, output divided by input (Kendrick, 1977 in Johns, 2013).

Adewale (2002) postulates that, “productivity in organization includes all goods and services which satisfy wants”. They can be tangible goods or intangible goods as different services are rendered in an organization. Mali (1978), in Adewale (2002), sees productivity “as the means of how well resources are brought together in an organization and utilized for accomplishing a set of results”. This definition suggests efficiency. Efficiency implies the attainment of a level or range of result that is acceptable, but not necessarily desirable. Productivity is not production nor is it performance rather production and performance are components of productivity but they are not equivalent terms.

### **Democratic Management Style and Employees’ Productivity**

In the democratic management style of leadership, a high degree of staff morale is always enhanced. Democratic leaders tend to invite other members of the team to contribute to the decision-making process, although they make the final decision. Hence, it increases job satisfaction through the involvement of others, and helps to develop people’s skills and higher organizational productivity at large (Mba, 2004). Employees, would also feel in control of their own destiny, and motivated to work harder by more than just a financial reward. This approach could however, take longer but often with a better end result. Democratic management style is most suitable when working as a team and is essential for increased organizational productivity (Mba, 2004).

In their own reaction, Noormalaet, Shadare, and Hammed (2009) stated that, “an important factor in the leadership process is the relationship that a leader has with individual employees and is central to the overall functioning of a company. Furthermore, employees are motivated in their job performance because their leaders always show appreciation whenever they perform excellently in their jobs”.

Levering, (2000) maintained that, “organizations that are recognized as great places to work, are those that put great emphasis on the quality of the relationship between employees and their leaders/managers”. Youssef and Bass (2000) assert that, “employees who perceive their leaders as adopting democratic or participatory management style are more committed to their organizations, more satisfied with their jobs and higher in their performance. Thus, due to the consultative nature of the democratic management style, it has the potential to enhance the dissemination of managerial values to employees.

### **Laissez-faire Management Style and Employees' Productivity**

Laissez-faire management style allows complete freedom to group decision without the leader's participation. These subordinates are free to do what they like. Maxwell, (1998) sees laissez-faire management style, as ineffective in promoting purposeful employee productivity and maintained that, it contributes to an organization's demise. Under this leadership style, no one takes responsibility for achieving the organization's goals and objectives". Eagly, Johannesen-Schmidt, and VanEngen (2003) assert that, "laissez-faire management style is marked by failure in taking responsibility to lead an organization towards its goals, objectives and vision. Laissez-faire leadership style could be effective if the leader monitors what is being achieved and communicates this back to the team regularly. Often, this style of leadership is most effective when individual employees are very experienced and skilled (Mehra, Smith, Dixon, and Robertson, 2006).

According to Maxwell (1998), laissez-faire managerial style of leadership allows people in the group to determine their own direction and function without involvement in matters affecting collective interest. As a result, there is freedom of choice as to what the members of group would do. The group has little interest in their work, production is generally low and work is sloppy, morale and term work are generally low, and workers do anything without absolute direction from management which in turn affects organizational viability.

### **Theoretical Framework**

In this study, the Leader-Member Exchange (LMX) Theory is adopted to guide this study. Leader-member exchange theory was introduced by George Graen and his colleagues in the 1970's. Leader-member exchange theory posits that, the type of one-on-one or dyadic relationships that exist between a leader and a follower varies. The theory is based on the assumption that, leaders establish a social exchange relationship with their employees and the nature of this exchange relationship influences the manner in which the leader treats each individual employee. Lower-quality exchange relationships between managers and employees in organizations are characterized by the manager's use of formal authority and average levels of employee performance. In contrast, high-quality exchange relationships involve mutual trust, support, enhanced levels of interpersonal attraction, and loyalty between managers and employees. Thus, employees in high-quality exchange relationships with their managers or superior officers are motivated to exhibit higher levels of commitment, conscientiousness, loyalty, and highly productive in performing their duties in return for more favorable promotions, and other rewards from the organizations were they work.

### **Methodology**

The study is restricted to the branches of the two selected manufacturing organizations in Abia and Imo States, Nigeria (PZ Cussions Plc. Aba, Abia State and the Nigerian Bottling Company Plc. Owerri, Imo State). The survey research design was adopted for the study. The population of the study is 1,395 employees comprising of junior, senior, and management staff of the organizations. The sample size of 311 was obtained for the study using Taro Yamane's formula for sample size determination. In choosing the sample for the study, the purposive sampling technique was adopted. The two organizations were purposively selected because

they showed keen interest to disseminate information. Also, the proportionate sampling technique was equally adopted for the allocation of sample sizes to different cadres/categories in order to choose the respondents from the organizations. The primary and secondary sources of data collection were used in this study. The primary sources consist of questionnaire and in-depth interview, while the secondary sources consist of information gotten from text books, journal articles, and documents/office records of the organizations under study. Out of 311 copies of questionnaire distributed, 304 copies were successively completed and returned. Data collected from the field were presented and analyzed using frequency distribution tables and simple percentages (%), while a non-parametric test - Ordinal Logit Regression (Ologit) Analysis was used to test the hypotheses formulated in the study.

**Model:**

The logit regression is based on the logistic model given by:

$$f(\varepsilon) = \frac{\exp(\varepsilon_i)}{[1 + \exp(\varepsilon_i)]^2} \quad (3.3)$$

The model platform is an underlying random utility model or latent regression model:

$$y_i^* = \beta^T x_i + \varepsilon_i \quad i = 1, 2, \dots, n. \quad (3.4)$$

in which the continuous latent utility or "measure",  $y_i^*$  is observed in discrete form through a censoring mechanism:

$$\begin{aligned} y_i &= 0 \text{ if } \mu_1 < y_i^* \leq \mu_0 \\ &= 1 \text{ if } \mu_0 < y_i^* \leq \mu_1 \\ &= 2 \text{ if } \mu_1 < y_i^* \leq \mu_2 \\ &= \dots \\ &= J \text{ if } \mu_{J-1} < y_i^* \leq \mu_J \end{aligned} \quad (3.5)$$

The vector  $x_i$  is a set of  $K$  covariates that are assumed to be strictly independent of  $\beta$ ;  $\beta$  is a vector of  $K$  parameters that is the object of estimation and inference (Greene and Hensher, 2009).

## Analysis and Results

### Democratic Management Style Scale

**Table 1: There is strong group relationship and employees participate in decision making**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	69	22.70	22.70
DISAGREE	86	28.29	50.99
AGREE	77	25.33	76.32
STRONGLY AGREE	72	23.68	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 1 above shows that out of 304 respondents, 23.68% strongly agreed that there is strong group relationship and employees participate in decision making, 25.33% agreed, 28.29% disagreed, while 22.70% of the respondents strongly disagreed. From the table above, it infers that greater number of respondents disagreed that, there is strong group relationship and employees participate in decision making.

**Table 2: The managers integrate the workers and keeps them dully informed**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	78	25.66	25.66
DISAGREE	72	23.68	49.34
AGREE	79	25.99	75.33
STRONGLY AGREE	75	24.67	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 2 above shows that out of 304 respondents, 24.67% strongly agreed that the managers integrate the workers and keeps them dully informed, 25.99% agreed, 23.68% disagreed, while 25.66% of the respondents strongly disagreed. From the table above, it infers that greater number of respondents agreed that, the managers integrate the workers and keeps them dully informed.

**Table 3: Managers encourage sufficient co-operation among the workers**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	73	24.01	24.01
DISAGREE	70	23.03	47.04
AGREE	75	24.67	71.71
STRONGLY AGREE	86	28.29	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 3 above shows that out of 304 respondents, 28.29% strongly agreed that the managers encourage sufficient co-operation among the workers, 24.67% agreed, 23.03% disagreed, while 24.01% of the respondents strongly disagreed. From the table above, it indicates that greater number of respondents agreed that the managers encourage sufficient co-operation among the workers.

**Table 4: The Managers encourage employees to prepare their jobs well before Carrying them out**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	76	25.00	25.00
DISAGREE	82	26.97	51.97
AGREE	78	25.66	77.63
STRONGLY AGREE	68	22.37	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 4 above shows that out of 304 respondents, 22.37% strongly agreed that the managers encourage employees to prepare their jobs well before carrying them out, 25.66% agreed, 26.97% disagreed, while 25.00% of the respondents strongly disagreed. From the table above, it indicates that greater number of respondents disagreed that, the managers encourage the employees to prepare their jobs well before carrying them out.

#### **Laisser-faire management Style Scale**

**Table 5: Management depends much on the workers for the survival of the organization**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	83	27.30	27.30
DISAGREE	73	24.01	51.31
AGREE	79	25.99	77.30
STRONGLY AGREE	69	22.70	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 5 above shows that out of 304 respondents, 22.70% strongly agreed that management depends much on the workers for the survival of the organization, 25.99% agreed, 24.01% disagreed, while 27.30% of the respondents strongly disagreed. From the table above, it indicates that greater number of respondents disagreed that management depends much on the workers for the survival of the organization.

**Table 6: There is increase in the levels of responsibility for workers in the organization**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	84	27.63	27.63
DISAGREE	72	23.69	51.32
AGREE	67	22.04	73.36
STRONGLY AGREE	81	26.64	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**



Table 6 above shows that out of 304 respondents, 26.64% strongly agreed that there is increase in the levels of responsibility for workers in the organization, 22.04% agreed, 23.69% disagreed, while 27.63% of the respondents strongly disagreed. From the table above, it indicates that greater number of respondents disagreed that, there is increase in the levels of responsibility for workers in the organization.

**Table 7: The managers allow workers to lead themselves in the organization**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	72	23.68	23.68
DISAGREE	79	25.99	49.67
AGREE	88	28.95	78.62
STRONGLY AGREE	65	21.38	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 7 above shows that out of 304 respondents, 21.38% strongly agreed that the managers allow the workers to lead themselves in the organization, 28.95% agreed, 25.99% disagreed, while 23.68% of the respondents strongly disagreed. From the table above, it indicates that greater number of respondents agreed that the managers allow the workers to lead themselves in the organization.

**Table 8: The workers have high interest in the organizational productivity**

Responses	Frequency	Percent	Cumulative Percent
STRONGLY DISAGREE	82	26.97	26.97
DISAGREE	72	23.68	50.65
AGREE	70	23.03	73.68
STRONGLY AGREE	80	26.32	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 8 above shows that out of 304 respondents, 26.32% strongly agreed that the workers have high interest in the organizational productivity, 23.03% agreed, 23.68% disagreed, while 26.97% of the respondents strongly disagreed. From the table above, it indicates that greater number of respondents disagreed that, the workers have high interest in the organizational productivity.

**Productivity Scale**

**Table 9: How do you rate your organization’s gross profit?**

Responses	Frequency	Percent	Cumulative Percent
VERY LOW	78	25.66	25.66
LOW	67	22.04	47.70
HIGH	81	24.64	74.34
VERY HIGH	78	25.66	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

**Source: Field Data, 2015.**

Table 9 above shows that out of 304 respondents, 25.66% strongly agreed that the organization's gross profit is very high, 24.64% said that it is high, 22.04% said that it is low, while 25.66% said that it is very low. From the table above, it indicates that, greater number of respondents agreed that the organization's gross profit is high.

**Table 10: How do you rate your organization's annual net profit?**

Responses	Frequency	Percent	Cumulative Percent
VERY LOW	76	25.00	25.00
LOW	69	22.70	47.70
HIGH	80	26.31	74.01
VERY HIGH	79	25.99	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

Source: Field Data, 2015.

Table 10 above shows that out of 304 respondents, 25.99% strongly agreed that the organization's annual net profit is very high, 26.31% said that it is high, 22.70% said that it is low, while 25.00% said that it is very low. The result indicates that, greater number of respondents agreed that, the organization's annual net profit is high.

**Table 11: How do you rate your Organization's net profit after tax?**

Responses	Frequency	Percent	Cumulative Percent
VERY LOW	70	23.03	23.03
LOW	78	25.66	48.69
HIGH	82	26.97	75.66
VERY HIGH	74	24.34	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

Source: Field Data, 2015.

Table 11 above shows that out of 304 respondents, 24.34% strongly agreed that the organization's net profit after tax is very high, 26.97% said that it is high, 25.66% said that it is low, while 23.03% said that it is very low. From the table above, it indicates that greater number of respondents agreed that, the organization's gross profit is high.

**Table 12: How do you rate your Organization's total interest income?**

Responses	Frequency	Percent	Cumulative Percent
VERY LOW	63	20.72	20.72
LOW	79	25.99	46.71
HIGH	74	24.34	71.05
VERY HIGH	88	28.95	100.00
<b>Total</b>	<b>304</b>	<b>100.00</b>	

Source: Field Data, 2015.

Table 12 above shows that out of 304 respondents, 28.95% strongly agreed that the organization’s total interest income is very high, 24.34% said that it is high, 25.99% said that it is low, while 20.72% said that it is very low. From the table above, it indicates that greater number of respondents agreed that, the organization’s total interest income is high.

**Ordinal Logistic Regression: Productivity Level versus Democratic Leadership Style, and Laisser-fair Leadership Style**

Link Function: Legit

Response Information

Variable	Value	Count
PERFORMANCE LEVEL	1	68
	2	61
	3	90
	4	85
<b>Total</b>		<b>304</b>

**Logistic Regression Table**

**Ordinal Logistic Regression: Productivity Level versus Autocratic, Democratic, and Laissez-Faire Management Styles**

Link Function: Legit

Response Information

Variable	Value	Count
PRODUCTIVITY LEVEL	1	68
	2	61
	3	90
	4	85
<b>Total</b>		<b>304</b>

## Logistic Regression Table

Predictor	Coef	SE Coef	Z	P	Odds	95% CI	
					Ratio	Lower	Upper
Const(1)	-1.61819	0.800664	- 2.02	0.043			
Const(2)	-0.542658	0.796695	-0.68	0.496			
Const(3)	0.879947	0.795973	1.11	0.269			
DEMOCRATIC	0.646702	0.171271	3.78	0.000	1.91	1.36	2.67
LAISSEZ-FAIRE	-0.0079394	0.112588	-0.07	0.944	0.99	0.80	1.24

Log-Likelihood = -393.865

Test that all slopes are zero: G = 47.627, DF = 3, P-Value = 0.000

## Goodness-of-Fit Tests

Method	Chi-Square	DF	P
Pearson	136.156	96	0.534
Deviance	136.947	96	0.626

**The Results**

From the data collected on the autocratic management style and employee's productivity. The response information gives us the information about the response variable which is the productivity level. The values are: Very High (4 points), High (3 points), Low (2 points), and Very Low (1 point). The sum of their respective counts which is **304** shows the number of observation we have.

**From the Logistic Regression Table Above:**

1. The p-value of 0.000 for the test that all slopes are zero below the logistic regression table shows that, at least one of the predictor variables has a significant effect with the response variable. This is because the p-value is less than  $\alpha=0.05$  (level of significance).
2. There is a significant relationship between democratic management style and employee's job performance in the manufacturing organizations in Abia and Imo States. In other words, we reject  $H_0$ . This is because; the p-value (column 5) for Democratic Management Style is 0.000 which is less than 5% level of significance. We also note that, the coefficient of Democratic Management Style (column 2) is positive (0.646702) which shows that democratic management style increases the probability of employee's productivity in the manufacturing organizations in Abia and Imo States.

3. There is no significant relationship between laissez-faire management style and employee's productivity in the manufacturing organizations in Abia and Imo States. In other words, we accept  $H_0$ . This is because; the p-value (column 5) for Laissez-faire Management Style is 0.944 which is greater than 5% level of significance. We also note that, the coefficient of Laissez-faire management Style (column 2) is negative (0.0079394) which shows that laissez-faire management style decreases the probability of employee's productivity in manufacturing organizations in Abia and Imo States.
4. The Goodness-of-fit test for the models shown by the Pearson and Deviance has p-value of 0.534 and 0.626 respectively. These values are above the 5% level of significance which shows that the models are adequate.

### **Discussion of Findings**

The result of the first hypothesis states that, there is a significant relationship between democratic management style and employees productivity in the manufacturing organizations in Abia and Imo States. This is in line with the postulations of Youssef and Bass (2000) which assert that, "employees who perceive their leaders as adopting democratic or participatory management style are more committed to their organizations, more satisfied with their jobs and higher in their performance. Thus, due to the consultative nature of the democratic management style, it has the potential to enhance the dissemination of managerial values to employees". In the interview conducted, the managers are of the opinion that, "employee's participation in decision making on certain issues in the organization and workers welfare has equally contributed to increase in employee's productivity". On the part of the workers through their unions, they pointed out that; "at times, they are contacted by management most especially when there are changes or problems emanating between workers and management. At this point, they usually say their minds or opinions". They also stressed that, "allowing them to take part in the decision making on certain issues, make them feel that, they are recognized which in turn makes them put more efforts when performing their duties to the attainment of organizational goal".

The result of the second hypothesis states that, there is no significant relationship between laissez-faire management style and employee's productivity in the manufacturing organizations in Abia and Imo States. In other words, the adoption of laissez-faire management style by managers in the manufacturing organizations does not lead to increase in the employee's productivity. This is in consonance with the views of Levering (2000) which states that, "a situation whereby employees are allowed to take the responsibility of strategic issues in an organization, productivity will tend to decrease because, the employees are not well acquainted with organizational ethics and lack the basic skills and values to carry out their duties effectively". In the interview conducted, the managers in the organizations opined that, "allowing workers to take much responsibility of work and leading themselves would affect their productivity or output because workers need to be directed and channeled properly to do the right jobs". In their own reaction, the members of the workers union maintained that; "allowing them to take much responsibility of duties and leading themselves would affect their

Productivity because, they are not properly integrated on the job ethics and instructions usually comes from above on the day to day activities”.

### **Conclusion and Recommendations**

On the basis of the findings, the study concludes that, democratic management style has significant effect on employee’s productivity in the manufacturing organizations in Abia and Imo States while the laissez-faire management style has no significant effect on employee’s productivity in the manufacturing organizations in Abia and Imo States. So, it is important for the manufacturing organizations to focus and adopt the management styles that are beneficial and efficient for their workers. The study offers the following recommendations to organizations;

1. Organizations through their managers should strive to exhibit democratic management style to the employees by becoming role models to them; inspire them through sharing of ideas; stimulate their efforts to become innovative and creative; and pay attention to the employees’ needs which in turn, would lead to the achievement employee’s productivity.
2. Organizations need to develop comprehensive strategies for managers that would provide them the basic skills for building trust, sharing their vision, and creating effective relationships with the employees. Therefore, managers should discard laissez-faire management style in other not to bring decline in employee’s productivity and organizational effectiveness at large.
3. Human resource managers should conduct leadership training, seminars, and workshops that emphasize the importance of mentoring, human relations skills, joint development of goals, and effective interpersonal communications for all their managers or supervisors as these, would lead to productive workforce in their organizations.

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**Appendix**

<b>DEMOCRATIC MANAGEMENT STYLE</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
1.	There is strong group relationship and employees participate in decision making.				
2.	The manager integrates the workers and keeps them dully informed.				
3.	The manager encourages sufficient co-operation among the workers.				
4.	The manager encourages the employees to prepare their jobs well before carrying them out.				

<b>LAISSER-FAIR MANAGEMENT STYLE</b>		<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
5.	Management depends much on the workers for the survival of the organization.				
6.	There is increase in the levels of leadership responsibility for workers in the organization.				
7.	Manager allows workers to lead themselves in the organization.				
8.	The workers have high interest in the organizational productivity.				

**ORGANIZATION'S PRODUCTIVITY SCALE**

		<b>VH</b>	<b>H</b>	<b>L</b>	<b>VL</b>
1.	How do you rate your organization's gross profit?				
2.	How do you rate your organization's annual net profit?				
3.	How do you rate your organization's net profit after tax?				
4.	How do you rate your organization's total Interest Income?				