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**Project title**

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**.....**

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# Acknowledgment

## **Dedication**

to my esteemed professors who provided me with guidance and support, and to my fellow researchers who collaborated with me on this work, I express my sincere gratitude for your efforts and dedication."

# **Abstract**

**Purpose:**

**Methodology:**

**Findings:**

**Originality & Implication:**

***Keywords:***

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# **1. Chapter 1: Introduction**

## 1.1. Research Background

Leadership plays a decisive role in training organization dynamics. This directly affects orders, motivation, performance, and the effectiveness of unity (Northus, 2018). This affects not only the team's direct results, but also the consistency between long-term stability and organizational goals. Among the spectrum of leadership styles, the laissez-faire leadership stands out due to its clear accent on minimum supervision and high autonomy. This style of leadership has drawn considerable attention from its lively contrast to more directive approaches, such as transformational leadership and transactions. The principles of laissez-faire leadership originate from 18th century economic theory, particularly Adam Smith's advocacy of minimal government intervention, but its application has expanded to management and organizational contexts (Goodnight, 2011). This approach emphasizes employee autonomy, reduced supervision, and freedom of decision-making, which is particularly important in modern, innovation-driven workplaces. However, despite the potential benefits, the impact of laissez-faire leadership remains controversial among researchers and practitioners.

### Theoretical Foundations of Laissez-Faire Leadership

The laissez-faire approach to leadership is consistent with the theory of intrinsic motivation and self-determination formulated by Deci and Ryan (2000). These theories suggest that autonomy fulfills basic psychological needs and promotes motivation, engagement, and performance. This leadership style creates an environment that fosters creativity and innovation by allowing team members to manage their own responsibilities and make decisions independently. In creative, exploratory teams, where autonomy is essential, hands-off leadership has shown promising results. For example, Kelloway et al. (2005) observed that teams with high levels of skill and self-management often thrive under laissez-faire leadership because of the freedom to explore and innovate. This is especially true in sectors such as technology, design, and academia, where heavy supervision can stifle creativity. However, the inherent lack of structure associated with laissez-faire management can create problems. According to Bass (1990), the lack of leadership

and accountability mechanisms can lead to uncertainty, decreased productivity, and even conflict within teams. This duality highlights the situation-specific nature of laissez-faire leadership, whose effectiveness depends on team characteristics, task complexity, and organizational culture.

### **Contrasting views and research gaps**

Research on the effectiveness of laissez-faire leadership has produced mixed results, reflecting its complex nature. On the other hand, by promoting participating decision -making and trust, it shares similarities with the Democratic leadership (NORTHOUSE, 2018). On the other hand, as Hinkin and Schooleim (2008) emphasized, there is a risk of creating "invalid leadership", which causes unclear expectations, inconsistent efforts, and a decrease in morale. A contrasting perspective suggests that while laissez-faire management is potentially effective in promoting autonomy, additional strategies are needed to address its limitations. For example:

Positive outcomes: Autonomy is associated with increased creativity and innovation in high-performing teams (Deci & Ryan, 2000). Negative

Consequences: Lack of clear roles and coordination can undermine productivity, especially in structured environments such as operations and maintenance (Bass, 1990). Despite its growing importance in modern organizational contexts, ambiguity surrounding the effectiveness of laissez-faire leadership remains. As organizations adopt flexible work models and place greater emphasis on employee empowerment, it is important to understand the nuanced impact of this leadership style.

### **Historical and practical context**

Historically, laissez-faire leadership has been studied in the broader context of autonomy-oriented approaches compared to structured approaches. Early critiques such as Max Weber's bureaucracy theory highlighted the risks of overly rigid structures and unintentionally supported the need for autonomy-oriented alternatives such as laissez-faire leadership.

More recently, research has moved towards examining adaptability across industries. In the creative field, it turned out that the leadership of the free unit was useful, but in sectors that require accuracy such as healthcare, production, operation, and maintenance, a mixture result was shown. The latest context requires a clear leadership, accountability, and adjustment, so even if you are not balanced with free release and strategic director, you may be a problem for free units. Filling a research gap This study fills an existing gap by systematically investigating the impact of laissez-faire in structured environments, particularly in the O&M sector, which often comes with routine operations, compliance requirements and high continuity challenges. Therefore, a leadership style that promotes efficiency, clarity and coordination is paramount.

This study aims to provide concrete ideas on how laissez-faire leadership can be adapted to meet the needs of the formal sector. Combining autonomy with selective intervention can help organizations improve their leadership strategies, thereby increasing team performance and organizational effectiveness.

## **1.2. Research Problem**

The research problem explored in this study is the unclear impact of laissez-faire leadership on team performance within the operation and maintenance sector, where precise coordination and effective communication are crucial. Laissez-faire leadership, marked by minimal oversight and high autonomy, can produce varied outcomes, from fostering creativity to creating ambiguity, reducing accountability, and potentially diminishing team performance.

### **1.2.1. Theoretical Gaps**

Current literature largely focuses on transformational and transactional leadership styles and their effects on team performance, while studies on laissez-faire leadership in process-driven sectors like operation and maintenance remain limited. This theoretical gap raises questions about whether laissez-faire leadership can generate positive outcomes in structured environments or if its low level of oversight may adversely impact team coordination and performance. Addressing this theoretical gap is critical for understanding how leadership styles can be effectively applied in high-stakes environments.

### **1.2.2. Practical Gaps**

Although laissez-faire leadership has been examined in creative and research-oriented fields, there is limited empirical evidence regarding its specific influence within the operation and maintenance sector. Research on laissez-faire leadership often generalizes its effects without accounting for the unique operational demands, such as the high need for task clarity,

coordination, and safety protocols, characteristic of operation and maintenance. Thus, an empirical investigation focused on this sector is necessary to assess how laissez-faire leadership specifically affects team performance, accountability, and productivity.

**To what extent does laissez-faire leadership affect team performance, coordination, and accountability in the operation and maintenance industry, specifically within Albiquaahh Altahira Company in Saudi Arabia?**

### **1.3. Research Significance**

This research aims to bridge critical gaps in academic literature and practical applications within the operation and maintenance industry, providing valuable insights that contribute to both theoretical advancement and real-world practices

#### **1.3.1. At the theoretical level**

This study advances the understanding of laissez-faire leadership by examining its effects within the operation and maintenance sector, a context where a balance between autonomy and oversight is essential. By investigating how team performance may vary when autonomy is emphasized in environments requiring frequent communication and coordination, this research contributes to the broader literature on leadership. These insights will serve as a foundation for future studies on leadership

styles that might appear counterintuitive in structured sectors but could offer unexpected benefits when applied thoughtfully.

### **1.3.2. At the practical level**

Beyond its theoretical contributions, this research has substantial practical implications for leaders and organizations in the operation and maintenance sector, particularly in Saudi Arabia. By exploring how laissez-faire leadership affects team performance, this study provides guidance on adapting leadership approaches to balance team autonomy with necessary oversight effectively. The findings will assist organizations in developing strategies to maximize team efficiency, avoid potential misapplications of laissez-faire leadership, and enhance overall productivity. Given the importance of coordination, safety, and accountability in operation and maintenance, a clearer understanding of laissez-faire leadership's effects can prevent common issues like miscommunication and morale decline. Moreover, by focusing on the Saudi Arabian context, this research offers localized insights, supporting organizations in adopting culturally aligned leadership practices that enhance workforce engagement and operational success.

## **1.4. Research Questions**

- In what ways does laissez-faire leadership affect the ability of team members to seek support and guidance when needed?
- What are the perceptions of team members about the level of mutual trust under laissez-faire leadership?
- How does the combination of autonomy, mutual trust, and situational support in laissez-faire leadership contribute to or detract from team success in the operation and maintenance context?

## **1.5. Research Objectives**

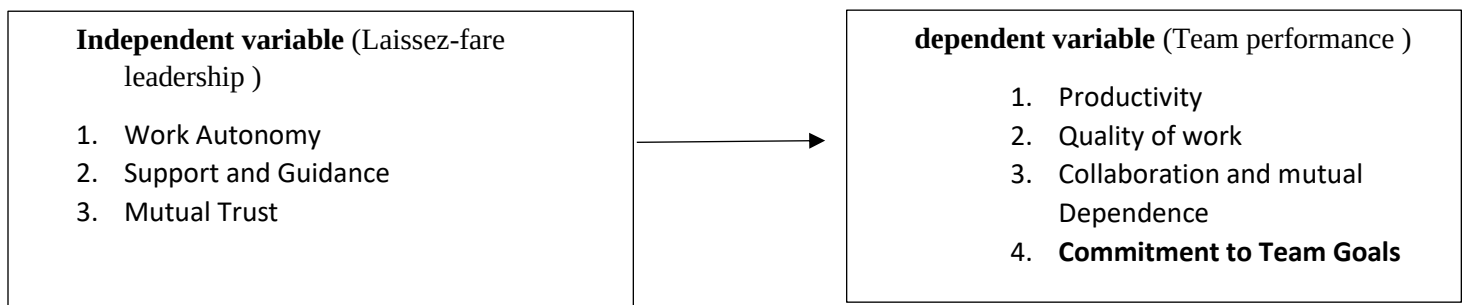
- Explore the effects of autonomy provided under laissez-faire leadership on team productivity and task efficiency.
- Determine the role of mutual trust between leaders and team members in improving or hindering performance under laissez-faire leadership.
- To investigate the combined effects of autonomy, mutual trust, and situational support under laissez-faire leadership on team success in the operation and maintenance sector.

## **1.6. Research Hypotheses**

- (a) Higher levels of autonomy provided under laissez-faire leadership are positively associated with team productivity and innovation in the operation and maintenance sector.
- (b) The absence of timely support and guidance in laissez-faire leadership negatively impacts problem-solving efficiency in operation and maintenance teams.

- (c) Increased mutual trust between leaders and team members under laissez-faire leadership significantly enhances team morale and task completion rates.

## 1.7. Research Model



## 1.8. Scope of The Study

Al-Biqaa Al-Tahira Operation and Maintenance Company is one of the leading companies in Saudi Arabia specializing in facility management, operation, and maintenance. Established on a solid foundation of commitment to quality and excellence, the company provides comprehensive and integrated services that cater to the needs of various sectors, both governmental and private.

The company focuses on implementing the highest professional standards by utilizing the latest technologies and best practices in the field of operation and maintenance. Through a specialized and qualified team, it strives to ensure the sustainability of facilities, enhance their operational efficiency, and reduce operational costs, ultimately achieving customer satisfaction while maintaining a safe and sustainable work environment.

Al-Biqaaah Al-Tahira is distinguished by its ability to deliver innovative and tailored solutions aligned with the specific needs of each client. Whether it is facility management, maintenance of electrical and mechanical systems, or cleaning services, the company has earned its reputation as a trusted partner for many major organizations in the Kingdom, thanks to its extensive expertise and forward-looking vision.

## **1.9. The Project Structure**



## **2.Chapter 2: Literature Review**

## 2.1. Introduction

Leadership plays a crucial role in shaping organizational outcomes, particularly in environments that rely heavily on teamwork and collaboration. Effective leadership significantly impacts an organization's ability to achieve its strategic goals, foster innovation, and maintain operational efficiency (Northouse, 2018). Among the various leadership styles, **laissez-faire leadership** distinguishes itself by emphasizing minimal intervention and high autonomy. This style stands in sharp contrast to directive approaches like **transformational leadership**, which focuses on inspiring teams to exceed expectations, and **transactional leadership**, which relies on structured exchanges of rewards and consequences to drive performance (Bass, 1990).

Laissez-faire leadership creates a unique dynamic within organizations, fostering a flexible work environment where employees can exercise creativity and self-direction. This can be particularly advantageous in industries that prioritize innovation and adaptability (Deci & Ryan, 2000). However, the lack of structured oversight inherent in laissez-faire leadership also presents significant challenges, particularly in sectors where accountability, precision, and adherence to protocols are critical. These contrasting characteristics make laissez-faire leadership a valuable yet contentious topic in organizational research (Goodnight, 2011).

Conversely, **team performance** serves as a crucial metric for assessing how effectively a group collaborates to achieve shared goals. It reflects the collective efforts of team members and evaluates the efficiency of their coordination in delivering results aligned with organizational priorities (Katzenbach & Smith, 1993). Team performance encompasses multiple dimensions, including **productivity**, which measures output relative to resource utilization;

**coordination**, which assesses the synchronization of efforts among team members; and **accountability**, which ensures roles and responsibilities are fulfilled effectively (Blau, 1964). High-performing teams are essential to organizational success, particularly in structured industries such as operation and maintenance, where operational excellence is non-negotiable.

### **The Critical Interaction Between Leadership and Team Performance**

The interplay between laissez-faire leadership and team performance is especially significant in industries like **operation and maintenance**, where structured guidance is often essential for achieving objectives. Tasks in these sectors frequently involve repetitive processes requiring precision, timeliness, and strict adherence to established protocols. In such contexts, the lack of oversight associated with laissez-faire leadership can hinder performance, particularly if team members lack the expertise or discipline to work autonomously (Bass, 1990).

However, laissez-faire leadership can also empower highly skilled teams by granting them the freedom to innovate and address problems creatively. This dual nature underscores the importance of context in evaluating leadership styles (Kelloway et al., 2005). Understanding the specific conditions under which laissez-faire leadership enhances or detracts from team performance is critical for developing leadership strategies tailored to diverse operational needs.

## Significance of This Review

This review explores the core variables—**Laissez-Faire Leadership** and **Team Performance**—by defining their characteristics, analyzing their theoretical foundations, and examining their interrelationships. This analysis is particularly important for addressing a critical gap in the literature: the application of laissez-faire leadership in structured industries. While existing research often focuses on creative or unstructured environments, there is a pressing need for studies that examine leadership styles in contexts with stringent operational requirements, such as operation and maintenance (Hinkin & Schriesheim, 2008).

Additionally, this review contributes to the broader discourse on organizational effectiveness by investigating how leadership styles influence team dynamics and performance. By bridging theoretical frameworks with practical applications, this study lays the groundwork for leadership strategies designed to meet specific organizational demands.

## Broader Implications

The implications of studying laissez-faire leadership and team performance extend beyond individual industries. As organizations increasingly adopt flexible work environments and decentralized team structures, understanding the nuances of leadership styles becomes ever more critical (Northouse, 2018). For example, the rise of **remote work** has highlighted the importance of autonomy and trust in leadership, principles that align closely with laissez-faire leadership. However, the absence of direct oversight in virtual teams also

emphasizes the need for systems to ensure accountability, coordination, and effective communication (Goodnight, 2011).

This review not only examines the interaction between laissez-faire leadership and team performance but also identifies opportunities to develop **hybrid leadership models**. Such models could combine the autonomy-promoting benefits of laissez-faire leadership with the structured oversight characteristic of more directive styles. This balanced approach could be particularly valuable in industries with complex operational requirements, allowing leaders to adapt to varying team and task needs effectively.

## **2.2. The independent variable (Laissez-Faire Leadership)**

The term **laissez-faire** originates from 18th-century economic theories advocating minimal governmental interference, epitomized by Adam Smith's principles of free-market operations. In the organizational context, laissez-faire leadership describes a style in which leaders provide employees with significant freedom in decision-making and task management. Goodnight (2011) defines it as "a non-directive style where leaders deliberately refrain from intervening in operational matters, trusting employees to manage their responsibilities."

Unlike **transformational leadership**, which focuses on inspiring and actively guiding employees, or **transactional leadership**, which relies on structured systems of rewards and penalties, laissez-faire leadership is defined by its **hands-**

**off approach.** Leaders intervene only when necessary, giving employees greater autonomy in their work.

## Evolution

Historically, laissez-faire leadership has been criticized as a form of passive or absent leadership. Bass (1990) classified it under the **passive-avoidant leadership** category, often associated with a lack of guidance and support for teams. Critics have noted that this style can lead to organizational ambiguity and reduced team cohesion when improperly implemented.

However, contemporary research has nuanced this perspective, emphasizing the context-dependent nature of laissez-faire leadership. In settings where teams possess high levels of expertise and autonomy, such as creative industries or research-focused environments, this leadership style can enhance **innovation and self-management**. For instance, Kelloway et al. (2005) found that when laissez-faire leadership is implemented with **clear boundaries** and **trust**, skilled teams often deliver exceptional results. In contrast, in structured industries like healthcare or manufacturing, where precision and adherence to procedures are critical, the lack of oversight typical of laissez-faire leadership can lead to inefficiencies and decreased accountability.

## Key Dimensions

Laissez-faire leadership operates through several critical dimensions:

### 1. Autonomy in Work

- Empowers employees to determine how and when tasks are executed.

- Enhances creativity and ownership, as supported by Deci and Ryan's (2000) findings, which show that autonomy boosts intrinsic motivation.

- 

## 2. Support and Guidance When Needed

- Leaders selectively provide assistance during critical situations, ensuring a balance between autonomy and accountability.
- This dimension helps maintain focus during complex tasks or crises, preventing the ambiguity often associated with this style (Bass, 1990).

## 3. Mutual Trust

- Cultivates an environment where leaders trust employees' capabilities, reducing the need for micromanagement.
- Trust fosters collaboration and minimizes conflicts, as highlighted by Blau's (1964) **Social Exchange Theory**, which underscores the role of trust in strengthening workplace relationships.

## Theoretical Foundations

The effectiveness of laissez-faire leadership is grounded in several theoretical perspectives:

- **Self-Determination Theory (Deci & Ryan, 2000):**

This theory emphasizes autonomy as a key driver of intrinsic motivation. Employees who experience greater autonomy are often more productive, creative, and satisfied in their roles.

- **Contingency Theory:**

This theory suggests that the effectiveness of leadership styles depends on contextual variables, such as team skill levels, task complexity, and organizational culture (Fiedler, 1967). Laissez-faire leadership is most effective in environments that demand creativity and innovation but may falter in scenarios requiring high levels of coordination.

## **Challenges**

Despite its advantages, laissez-faire leadership presents notable challenges. Studies by Hinkin and Schriesheim (2008) reveal that this style can create **ambiguity in goal-setting** and reduce **team cohesion**, particularly in environments where clear guidance is essential. Without oversight, teams may face difficulties in **accountability** and **role clarity**, leading to inefficiencies and potential conflicts.

These challenges highlight the need for leaders to balance laissez-faire principles with situational awareness. When combined with elements of structured leadership, such as periodic guidance and well-defined objectives, laissez-faire leadership can overcome its limitations and adapt to diverse organizational needs.

## **2.3. The dependent variable (Team Performance)**

Team performance represents the collective ability of a group to achieve shared objectives efficiently and effectively. It reflects how well team members align their efforts, leverage their skills, and coordinate their activities to create synergy that

drives success. Katzenbach and Smith (1993) define team performance as “the capacity of a group to achieve shared goals through collective effort and mutual support.” This definition underscores the significance of collaboration and mutual accountability in achieving superior outcomes.

## **Evolution of Team Performance**

The concept of team performance has evolved significantly over time. Early research focused predominantly on individual achievements, often overlooking the impact of group dynamics on organizational success. However, modern studies emphasize the critical importance of team-centric dynamics, such as collaboration, communication, and the role of leadership in shaping performance outcomes. Leadership styles, particularly laissez-faire leadership, play a pivotal role in influencing team performance by impacting motivation, accountability, and coordination (Bass, 1990; Deci & Ryan, 2000).

As organizations increasingly prioritize teamwork in achieving complex objectives, understanding the factors that drive team performance has become a focal point of research. This shift recognizes that teams, rather than individuals, often serve as the primary unit of productivity in modern workplaces.

## **Key Dimensions of Team Performance**

Team performance is a multifaceted construct comprising several critical dimensions that collectively determine a team's effectiveness:

### **Productivity**

Refers to the output achieved relative to resources used.

Productivity is assessed based on quality, timeliness, and cost-efficiency, ensuring that teams deliver value while optimizing resource utilization (Katzenbach & Smith, 1993).

### **Quality of Work**

Represents the standard of output produced by the team.

High-quality work results from effective collaboration, precise execution, and the optimization of resources to maintain consistency and excellence in task outcomes (Blau, 1964).

### **Collaboration and Mutual Dependence**

Reflects the cohesive effort of team members to leverage each other's strengths and shared responsibilities.

Effective collaboration fosters an environment where mutual dependence enhances efficiency and problem-solving, ensuring that team goals are achieved more effectively (Katzenbach & Smith, 1993).

### **Commitment to Team Goals**

Reflects the dedication of team members to shared objectives.

Commitment fosters a sense of ownership, unity, and purpose, ensuring that individual and collective actions align with organizational priorities (Deci & Ryan, 2000).

### **Theoretical Foundations**

The effectiveness of team performance is grounded in various theoretical frameworks:

## **Team Dynamics Theory**

- This theory emphasizes the importance of role clarity, communication, and group cohesion as critical factors for team success.
- Clear roles reduce ambiguity, effective communication enhances coordination, and group cohesion fosters trust and collaboration (Katzenbach & Smith, 1993).

## **Social Exchange Theory (Blau, 1964)**

- Focuses on the role of trust and reciprocal relationships in fostering effective team performance.
- When team members feel trusted and supported, they are more likely to reciprocate through higher engagement and effort, enhancing overall team outcomes.

## **Self-Determination Theory (Deci & Ryan, 2000)**

- Highlights autonomy and intrinsic motivation as key drivers of performance.
- Teams that operate with a sense of ownership over their tasks exhibit greater commitment, creativity, and resilience.

## **Leadership Influence on Team Performance**

Leadership is a central determinant of team performance, influencing how teams navigate challenges, coordinate efforts, and achieve objectives. While transformational leadership is often linked to high performance due to its emphasis on inspiration, direction, and engagement, the impact of laissez-faire leadership is more nuanced and context-dependent (Bass, 1990).

## **Positive Impacts**

- In creative or research-oriented fields, laissez-faire leadership can foster innovation by granting teams the autonomy to explore and experiment. This autonomy encourages intrinsic motivation, leading to breakthroughs and novel solutions (Deci & Ryan, 2000).
- Skilled and self-driven teams often excel under laissez-faire leadership, leveraging their expertise to deliver exceptional results with minimal oversight (Kelloway et al., 2005).

## **Challenges in Structured Environments**

- In industries like healthcare, manufacturing, or operation and maintenance, where tasks demand precision and coordination, laissez-faire leadership can lead to inefficiencies.
- The absence of clear guidance and oversight may create ambiguity in goal-setting, reduce accountability, and hinder productivity, as highlighted by Hinkin and Schriesheim (2008).

## **Balancing Autonomy and Structure**

- Effective leaders often adopt a hybrid approach, combining the autonomy-promoting aspects of laissez-faire leadership with periodic interventions to provide clarity and support during critical tasks (Katzenbach & Smith, 1993). This balance ensures that teams benefit from freedom while maintaining alignment with organizational goals.

## **Conclusion**

Team performance is a dynamic and multidimensional concept influenced by several interrelated factors, including leadership styles, communication, and individual commitment. While laissez-faire leadership has the potential to empower teams through autonomy and trust, its effectiveness is highly contingent on the context and the team's characteristics. By understanding the nuances of this relationship, organizations can optimize leadership strategies to enhance team performance and achieve sustained success.

#### **2.4. The relationship between the independent and the dependent variables**

The relationship between Laissez-Faire's management (independent variable) and team performance (dependent variables) are difficult and highly dependent on context. The leadership of the Laissez-Faire is characterized by its practical methods and emphasis on autonomy, which can significantly develop team dynamics, influence productivity, cooperation and target performance. On the other hand, team performance is a multidimensional construct that includes productivity, coordination, accountability, and quality of results. The interaction of these variables can produce both positive and negative outcomes, depending on factors such as the team's skill level, task complexity, and organizational culture. The Positive Impact of Laissez-faire Leadership on Team Performance

##### **Promoting Autonomy and Innovation**

Laissez-faire leadership can improve team performance by promoting autonomy, especially in creative and knowledge-based industries. According

to Deci and Ryan's (2000) theory of self-determination, autonomy is a central driver of intrinsic motivation. Teams with more autonomy are more likely to demonstrate creativity, engagement, and problem-solving skills. When team members feel trusted and empowered to make decisions, they are more likely to take initiative, thereby creating innovative solutions and improving performance. For example, Kelloway et al. (2005) found that in research and development teams, laissez-faire management allowed skilled people to explore new ideas without the constraints of micromanagement. This management style is due to the high ownership and the role of cooperation that helps improve the results.

### **Improve team cohesion through confidence**

Mutual trust is the cornerstone of efficiency and freedom management. By reducing distractions and creating an environment characterized by respect and trust, leaders can improve team cohesion. Blau's (1964) social exchange theory holds that trust and mutual relationships will lead to higher levels of cooperation and collaboration. Teams that operate in a trusting environment are better able to manage interdependencies, resolve conflicts, and effectively achieve shared goals.

### **Promote self-management and accountability**

Laissez-faire leadership promotes self-management in an environment where team members are highly skilled and experienced. This approach allows team members to take ownership of their tasks, promoting accountability

and a stronger commitment to achieving team goals (Katzenbach & Smith, 1993).

### **Negative Effects of Laissez-faire Leadership on Team Performance**

- Unclear Role and Goal Clarity

One of the biggest criticisms of laissez-faire leadership is that it can create ambiguity. Hinkins and Schriesheim (2008) noted that a lack of clear oversight and direction often leads to confusion about roles and goals. This confusion can undermine team performance by creating misalignment in priorities and reducing accountability. In structured industries, such as operations and maintenance, where tasks are routine and require precision, laissez-faire management can reduce productivity. Without clear direction, teams may struggle to meet deadlines or maintain quality standards, leading to inefficiencies and errors (Bass, 1990). Reduced coordination in high-effort tasks

Tasks that require close coordination and interdependence can suffer under laissez-faire leadership. A lack of active guidance can lead to communication breakdowns and fragmented efforts, especially in industries where teamwork is critical to success. For example, in healthcare or manufacturing, a lack of supervision can exacerbate errors and reduce overall team performance (Goodnight, 2011).

### **Empty Leadership and Reduced Motivation**

Laissez-faire leadership, if implemented incorrectly, can create a "leadership vacuum" in which team members feel unsupported and unappreciated. Lack

of leaders can reduce team members, reduce cohesion and negative effects on operating results (Hinkin & Schriesheim (2008).

### **Modern media**

Laissez-Faire management efficiency to influence team performance has several background factors:

Team professional knowledge and skill level

Highly qualified teams with rich experience are more suitable for the leadership of the Laissez-Faire as they can move independently. Conversely, less experienced teams may require more structure and guidance to perform effectively (Kelloway et al., 2005).

### **Task complexity**

For simple, repetitive tasks, laissez-faire leadership can lead to inefficiency due to a lack of overview. However, for complex, creative tasks, the autonomy provided by this style can improve performance by promoting innovation and flexibility (Deci & Ryan, 2000).

### **Organizational Culture**

Cultures that value autonomy, trust, and innovation are well-suited to laissez-faire leadership. In contrast, organizations with rigid structures and hierarchies may have problems integrating this leadership style effectively (Bass, 1990).

### **theoretical integration**

The relationship between laissez-faire leadership and team performance can be understood using two main theories:

**Contingency Theory:** This theory emphasizes that the effectiveness of a leadership style depends on situational variables such as task demands, team dynamics, and organizational structure (Fiedler, 1967). Laissez-faire leadership works best in environments that prioritize creativity and independence, but it can deteriorate in environments that place high stakes on precision.

**Self-determination theory** (Deci & Ryan, 2000): This theory emphasizes the importance of autonomy in promoting intrinsic motivation and performance. When team members are given autonomy, they are more likely to take ownership of their roles, thereby improving overall team performance.

### **In conclusion**

The relationship between laissez-faire leadership and team performance is nuanced, reflecting both the potential benefits of autonomy and the risks of ambiguity. Although this management style allows the team to innovate and manage, its effectiveness depends on contextual factors such as team professional knowledge, complexity of tasks and organization culture. Understanding this dynamics allows the organization to take advantage of free rent, while facilitating their challenges, thus optimizing team performance in different environments.

## 2.5. Conclusion

This study highlights the complex relationship between laissez-faire leadership and team performance, highlighting both its potential benefits and its inherent challenges. Laissez-faire leadership, based on the principles of autonomy and minimal intervention, demonstrates its greatest strengths in environments where creativity, innovation, and individual expertise are paramount. Reliance on trust and empowerment is consistent with theories such as self-determination theory (Deci & Ryan, 2000), which emphasizes autonomy as a driver of intrinsic motivation and performance.

However, this leadership style is not universally effective. Situational factors such as team expertise, task complexity, and organizational culture significantly influence its impact. In highly structured environments such as operations and maintenance, where precision and coordination are essential, loose leadership can lead to ambiguity, reduced accountability, and reduced productivity. Unexpected theory (Feedler, 1967) also supports this perspective and emphasizes that leadership style success depends on the situation variables.

The important conclusion is that the chief of the borrower should balance the situation and the strategic intervention. Managers need to adopt a hybrid approach and use regular advice to reduce the risk of roles and the risk of spaces of leadership, while utilizing the aspects that promote the autonomy of fair leadership. By doing so, the organization can create an environment that maximizes both the team's autonomy and the structured responsibilities, leading to improving performance results. Ultimately, understanding the subtle interaction between the fair leadership and the execution of the team

can adapt the leadership strategy to various contexts. This understanding is essential for the optimization of the team's dynamics and the stimulating culture of innovation and advantage in various sector.

## Literature Review

### 1. Bass, B. M. (1990). *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*

This foundational work explores various leadership theories and styles, including laissez-faire leadership, categorizing it under **passive-avoidant styles**. Bass highlights the potential downsides of laissez-faire leadership, such as ambiguity and lack of direction, while providing insights into its situational effectiveness when paired with skilled teams.

### 2. Blau, P. M. (1964). *Exchange and Power in Social Life*

Blau introduces the **Social Exchange Theory**, emphasizing trust and reciprocal relationships in organizational settings. The study underscores the importance of trust as a mechanism for enhancing team cohesion, collaboration, and performance, which is critical for laissez-faire leadership environments.

**3. Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.**

This study elaborates on **Self-Determination Theory**, focusing on autonomy as a driver of intrinsic motivation and performance. It provides a theoretical foundation for understanding how laissez-faire leadership fosters autonomy and creativity in teams, particularly in innovative environments.

**4. Fiedler, F. E. (1967). *A Theory of Leadership Effectiveness***

Fiedler’s Contingency Theory argues that the effectiveness of leadership styles depends on contextual variables such as task complexity and team dynamics. This work is pivotal in framing laissez-faire leadership as most effective in contexts that value creativity and independence.

**5. Goodnight, R. (2011). Laissez-faire leadership in organizations. *Journal of Organizational Culture, Communications and Conflict*, 15(2), 113–118.**

Goodnight defines laissez-faire leadership as a **non-directive style** that entrusts employees with decision-making responsibilities. The study highlights both the potential benefits of autonomy and the risks associated with a lack of intervention in structured environments.

**6. Hinkin, T. R., & Schriesheim, C. A. (2008). An examination of “leadership voids” in laissez-faire leadership. *The Leadership Quarterly*, 19(3), 297–311.**

This study examines the negative aspects of laissez-faire leadership, particularly the creation of **leadership voids** that can result in goal ambiguity and reduced team cohesion. It emphasizes the need for occasional guidance to mitigate these risks.

**7. Katzenbach, J. R., & Smith, D. K. (1993). *The Wisdom of Teams: Creating the High-Performance Organization***

This work focuses on the dynamics of effective teams, highlighting the importance of **collaboration, mutual accountability, and commitment to shared goals**. It provides a framework for understanding how team performance interacts with different leadership styles, including laissez-faire leadership.

**8. Kelloway, E. K., Sivanathan, N., Francis, L., & Barling, J. (2005). Poor leadership. In J. Barling, E. K. Kelloway, & M. R. Frone (Eds.), *Handbook of Work Stress* (pp. 89–112).**

This chapter examines the consequences of poor leadership, including laissez-faire styles, on organizational stress and performance. The authors argue that laissez-faire leadership, when paired with skilled teams, can foster innovation but may lead to inefficiencies in structured environments.

## **Comment on Previous Studies**

### **Similarities**

1. **Focus on Leadership Styles:** Most studies, such as Bass (1990), Goodnight (2011), and Hinkin and Schriesheim (2008), emphasize the role of leadership in influencing organizational outcomes, particularly team performance.
2. **Laissez-Faire Leadership as a Central Theme:** Studies like Goodnight (2011) and Deci and Ryan (2000) explore laissez-faire leadership, focusing on its reliance on autonomy and minimal intervention.
3. **Theoretical Underpinnings:** Many of the studies, including Deci and Ryan (2000) and Blau (1964), incorporate theories like Self-Determination and Social Exchange Theory to explain the dynamics of autonomy, trust, and motivation in team settings.
4. **Contextual Relevance:** Several works, such as Kelloway et al. (2005) and Fiedler (1967), acknowledge that the effectiveness of laissez-faire leadership is highly dependent on situational variables, such as task complexity and team expertise.

### **Differences**

1. **Focus Areas:**
  - While Bass (1990) critiques laissez-faire leadership as a passive style, Deci and Ryan (2000) highlight its potential for fostering intrinsic motivation.
  - Goodnight (2011) focuses on the operational definition and risks, whereas Blau (1964) emphasizes the role of trust in team cohesion.

## 2. Study Contexts:

- Hinkin and Schriesheim (2008) analyze the leadership voids created by laissez-faire styles, whereas Katzenbach and Smith (1993) focus on team performance as a collaborative effort driven by leadership dynamics.

## 3. Outcomes Explored:

- Some studies, such as Kelloway et al. (2005), explore innovation and creativity as outcomes of laissez-faire leadership. In contrast, studies like Hinkin and Schriesheim (2008) emphasize its potential drawbacks in structured environments.

### Study Environments

- **Kelloway et al. (2005):** Research and development teams in creative industries.
- **Hinkin and Schriesheim (2008):** Structured, high-stakes environments, such as healthcare and manufacturing.
- **Katzenbach and Smith (1993):** General team-based organizational settings with a focus on collaboration and mutual accountability.
- **Goodnight (2011):** Generic organizational settings emphasizing operational decision-making.

### Benefits of Earlier Studies

1. **Foundational Understanding:** Earlier studies provide a comprehensive theoretical foundation, such as **Contingency Theory** (Fiedler, 1967) and

**Self-Determination Theory** (Deci & Ryan, 2000), to understand the dynamics of laissez-faire leadership.

2. **Practical Insights:** Research like Katzenbach and Smith (1993) offers actionable insights into team dynamics, which can inform strategies for improving team performance.
3. **Highlighting Risks:** Studies such as Hinkin and Schriesheim (2008) highlight potential challenges like leadership voids, guiding organizations on mitigating risks.
4. **Context-Specific Applications:** The diverse study environments allow a comparison of laissez-faire leadership across creative, structured, and hybrid settings.

### **What Distinguishes Our Study**

1. **Focus on Structured Industries:** While many earlier studies explore laissez-faire leadership in creative and flexible environments, our research specifically examines its impact in **operation and maintenance**, a field requiring precision and coordination.
2. **Multifaceted Approach:** Our study integrates key dimensions such as **autonomy, support and guidance**, and **trust**, analyzing their collective influence on **team performance**.
3. **Bridging Research Gaps:** Unlike earlier studies, which often focus on either benefits or drawbacks, our research adopts a balanced perspective to identify **contextual factors** that mediate the relationship between laissez-faire leadership and team performance.

4. **Sector-Specific Contributions:** By focusing on the operation and maintenance sector, our study provides practical insights for industries where laissez-faire leadership is often viewed as incompatible.

## **Conclusion**

Building on the insights of earlier research, our study seeks to provide a nuanced understanding of the **relationship between laissez-faire leadership and team performance** in a structured, high-stakes environment. By identifying the contextual factors that influence this relationship, we aim to offer practical recommendations for optimizing leadership strategies in diverse organizational settings.

### **3. Chapter 3: Research Methodology**

### 3.1. Introduction

This section describes the methodology used in the current project to answer the research questions and effectively test the hypotheses. The methodology provides a systematic approach to understanding the relationship between laissez-faire leadership (independent variable) and team performance (dependent variable). The following subsections provide operational definitions of key variables and detail the methods used in the study. These elements are structured to ensure clarity, reproducibility, and relevance to the study objectives. This section provides a framework for further analysis by defining the variables and explaining the methods used, ensuring that the study is conducted with rigor and precision. Operationalizing the variables allows for targeted research by linking theoretical concepts to measurable outcomes. This systematic approach increases the validity and reliability of the study and contributes to a broader understanding of the role of leadership in team dynamics.

### 3.2. Operational definitions for research variables

#### 1. Independent Variable: Laissez-Faire Leadership

- **Definition:** Laissez-faire leadership refers to a leadership style where leaders provide minimal supervision and delegate decision-making authority to team members. It is characterized by autonomy, lack of direct intervention, and selective involvement only during critical situations.

- **Operationalization:**
  - **Autonomy in Work:** Measured by survey questions assessing the degree of freedom employees have in determining task execution and timelines (e.g., “I feel free to make my own decisions at work”).
  - **Support and Guidance When Needed:** Evaluated through team feedback on leader availability during crises or critical tasks (e.g., “The leader intervenes only when necessary”).
  - **Mutual Trust:** Assessed using trust scales, focusing on leaders' confidence in employees' capabilities and team members' trust in leadership.

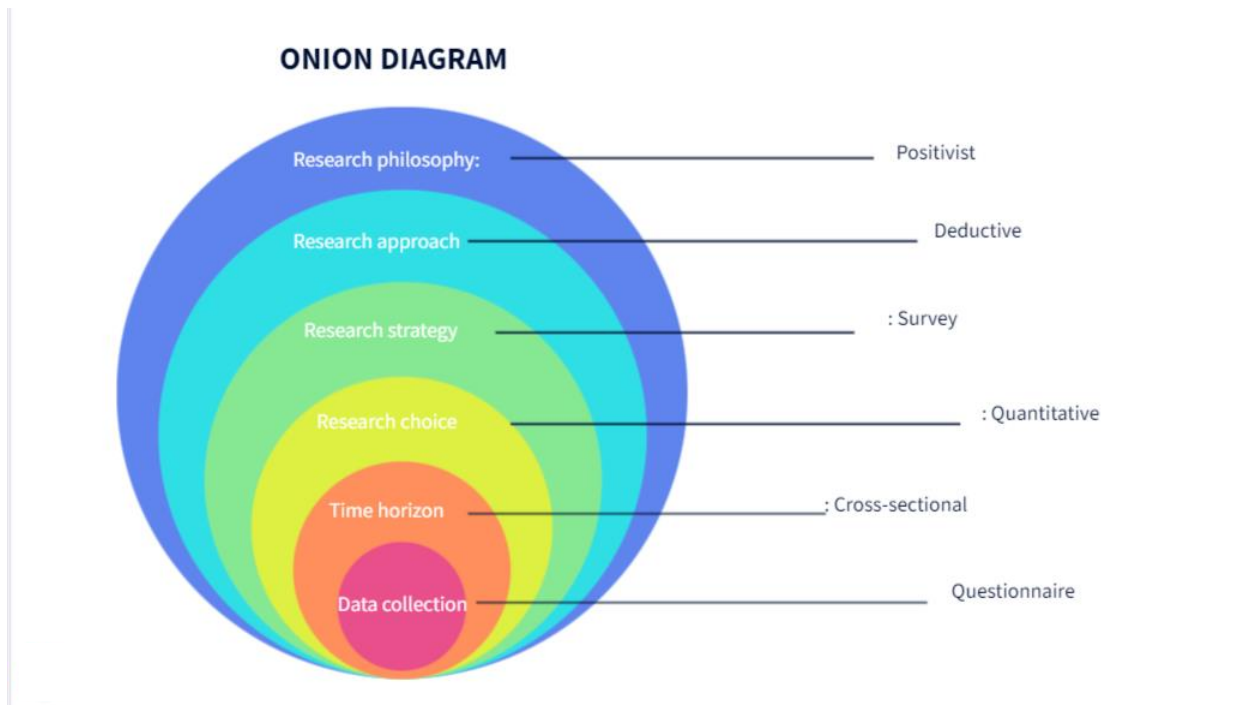
## 2. Dependent Variable: Team Performance

- **Definition:** Team performance reflects the collective ability of a group to achieve shared objectives effectively and efficiently. It encompasses dimensions such as productivity, collaboration, quality of work, and commitment to goals.
- **Operationalization:**
  - **Productivity:** Measured by output levels relative to resources used, considering quality and timeliness (e.g., number of tasks completed within deadlines).
  - **Quality of Work:** Evaluated through peer and supervisor reviews, emphasizing task consistency and excellence.

- **Collaboration and Mutual Dependence:** Assessed via team surveys, examining interdependence and cooperative problem-solving.
- **Commitment to Team Goals:** Measured by team members' self-reported alignment with shared objectives and observed dedication to tasks.

### 3.3. Research design (research onion)

|                                         |                 |
|-----------------------------------------|-----------------|
| Research philosophy:                    | Positivist      |
| Research approach:                      | Deductive       |
| Research strategy :                     | Survey          |
| Research choice:                        | Quantitative    |
| Time horizon:                           | Cross-sectional |
| Data collection and analyses technique: | Questionnaire   |



### 3.4. Research population & Sampling methods and technique

The research population consists of professionals and teams operating in **operation and maintenance sectors**. These sectors are selected due to their structured environments, where leadership styles, such as laissez-faire, have a significant impact on performance. The population includes:

- **Team Leaders:** Supervisors or managers responsible for guiding team efforts.
- **Team Members:** Employees working collaboratively on tasks that require coordination and precision.

- **Industry Context:** Organizations engaged in activities such as maintenance, repair, logistics, and operational oversight, where team performance directly impacts organizational success.

### 3.5. Data collection method

#### Data Collection Method

To collect data for this research, a **structured questionnaire** will be developed and distributed electronically to employees within the **operation and maintenance sectors**, specifically targeting organizations such as **Albiqaah Altahira**. The questionnaire will be self-administered, ensuring that respondents complete the form independently without the direct involvement of the researcher.

#### Procedure

##### 1. Questionnaire Design:

- The form will include a combination of **close-ended questions** (e.g., Likert scales) and **demographic items** to gather quantitative
- Questions will align with the study's variables: **laissez-faire leadership dimensions** (e.g., autonomy, trust) and **team performance dimensions** (e.g., productivity, collaboration).

##### 2. Distribution:

- The questionnaire will be disseminated electronically through company communication channels, ensuring accessibility for participants across various locations.
- A secure link to the form will be provided, allowing respondents to submit their answers directly online.

### 3. **Self-Administration:**

- Participants will complete the form independently, recording their answers based on their experiences and perceptions.

#### **Advantages of This Method**

- **Efficiency:** Electronic distribution allows for rapid data collection and reduced logistical challenges.
- **Anonymity:** Ensures participants feel comfortable providing honest responses, enhancing the reliability of the data.
- **Scalability:** Enables the inclusion of a larger sample size from multiple departments and locations.

This data collection method ensures that the responses reflect the participants' genuine perspectives, providing a robust foundation for analyzing the relationship between **laissez-faire leadership** and **team performance**.

### 3.6. Types of data

The study will utilize **quantitative** data types to provide a comprehensive analysis of the relationship between **laissez-faire leadership** and **team performance**.

#### 1. Quantitative Data

- **Definition:** Numerical data that can be measured and statistically analyzed to identify patterns and relationships.
- **Examples in this Study:**
  - **Leadership Dimensions:** Responses to Likert-scale questions measuring autonomy, trust, and support under laissez-faire leadership (e.g., “Rate the extent to which your leader allows autonomy in decision-making”).
  - **Team Performance Metrics:**
    - Productivity scores (e.g., tasks completed within deadlines).
    - Quality ratings based on standardized performance criteria.

- Collaboration metrics derived from interdependence and team output.

### 3.7. Statistical analysis procedures

The analysis of the data collected is essential to deriving results and conclusions. After gathering the data, it was analyzed using **SPSS (Statistical Package for the Social Sciences)**, specifically version 28.

To achieve a descriptive understanding of the sample's characteristics and its distribution, descriptive tests were conducted through detailed analysis. These tests helped researchers gain a clearer understanding of participants' demographic characteristics, such as their residence structure, detailed profiles, and other relevant information within the study.

### 3.8. Conclusion

This study concludes by shedding light on the impact of Laissez-Faire Leadership on Team Performance. It highlights how this leadership style influences key aspects of team dynamics, such as productivity, collaboration, and accountability, while addressing the conditions under which it can either enhance or hinder overall team success.

## **4. Chapter 4: Statistical Analysis & Findings discussion**

## **4.1. Introduction**

This chapter describes the statistical analysis of the research data using SPSS version 28. It focuses on the detailed analysis of the collected data and interpretation of the results to achieve the objectives of the study. The purpose of the analysis is to test the hypotheses and variables and ensure the accuracy and validity of the results. In this chapter, data are analyzed using \*\*descriptive and inferential statistics to identify patterns and relationships in the data set. SPSS software facilitates the analysis of demographic data, variables, and relationships between key components of the study. The chapter also includes the test of research hypotheses to test the meaning and reliability of the results.

The analysis covers various statistical tests and methods to study the relationships and differences between research changes. This includes correlation analysis, regression analysis, and other related techniques to achieve the research objectives. Results are clearly presented to support the study conclusions. Thanks to the version 28 SPSS, statistical analysis aims to provide accurate understanding, guarantee that research results are reliable, reliable, and applied. The results are interpreted to identify important relationships between independent variables and subordinate variables, and provide a detailed understanding of this study.

## 4.2. Sample profile (descriptive statistics for research sample)

The Classification of Research Participants Based on Gender, Age, Job Title, and Years of Experience

- Gender:
  - Male
  - Female
- Age:
  - 20 to 25 years old
  - 30 to 35 years old
  - 40 to 45 years old
  - 50 years old and above
- Job Title:
  - Team Leader
  - Team Member
  - HR Manager
  - Project Manager
- Years of Experience:
  - Less than 2 years
  - From 3 to 5 years
  - From 6 to 10 years
  - More than 10 years

| <b>Variable</b>             | <b>Variable Categories</b> | <b>Count</b> | <b>Percentage</b> |
|-----------------------------|----------------------------|--------------|-------------------|
| <b>Gender</b>               | Male                       | 19           | 61.3              |
|                             | Female                     | 12           | 38.7              |
|                             | Total                      |              | 100               |
| <b>Age</b>                  | 20 to 25 years             | 10           | 32.3%             |
|                             | 30 to 35 years             | 14           | 45.2%             |
|                             | 40 to 45 years             | 5            | 16.1%             |
|                             | 50 years                   | 2            | 6.5%              |
|                             | Total                      |              | 100               |
| <b>Job Title</b>            | Team Leader                | 11           | 36.7              |
|                             | Team Member                | 11           | 37.7              |
|                             | HR Manager                 | 2            | 6.7               |
|                             | Project Manager            | 6            | 20                |
|                             | Total                      |              | 100               |
| <b>Years of Experience:</b> | 2 years                    | 12           | 38.7              |
|                             | From 3 to 5 years          | 8            | 25.8              |
|                             | From 6 to 10 years         | 6            | 19.4              |
|                             | More than 10 years         | 5            | 16.1              |
|                             | Total                      |              | 100               |

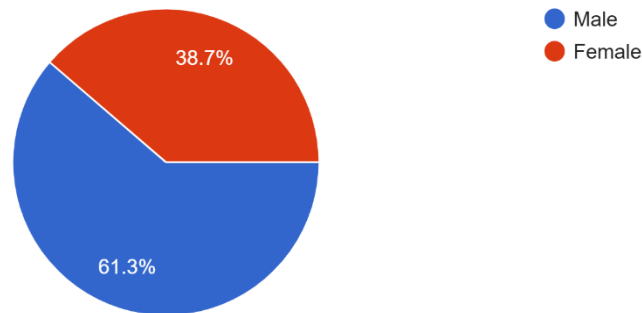
### **Gender Distribution of the Sample:**

The statistical analysis results using **SPSS 28** revealed the following distribution of the sample based on **gender**:

- **Males:** The number of participants was **19**, representing **61.3%** of the total sample.
- **Females:** The number of participants was **12**, representing **38.7%** of the total sample.

This distribution indicates that males constitute the majority of the sample, accounting for **61.3%**, while females represent **38.7%** of the total participants.

Gender  
31 responses



### Age Distribution of the Sample

The statistical analysis results using **SPSS 28** revealed the following age distribution among the participants:

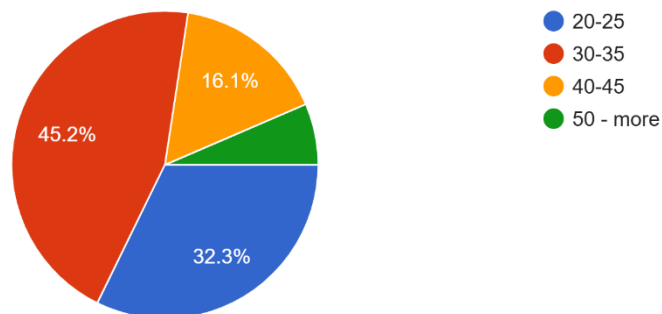
- **Age Group 20 to 25 years:** The number of participants was **10**, representing **32.3%** of the total sample.
- **Age Group 30 to 35 years:** The number of participants was **14**, representing **45.2%** of the total sample.
- **Age Group 40 to 45 years:** The number of participants was **5**, representing **16.1%** of the total sample.
- **More than 50 years:** The number of participants was **2**, representing **6.5%** of the total sample.

This distribution indicates that the most common age group among participants is **30 to 35 years**, accounting for **45.2%**, followed by the **20 to 25 years** group at

**32.3%.** Meanwhile, the **40 to 45 years** and **more than 50 years** age groups had lower participation rates, comprising **16.1%** and **6.5%**, respectively.

Age

31 responses



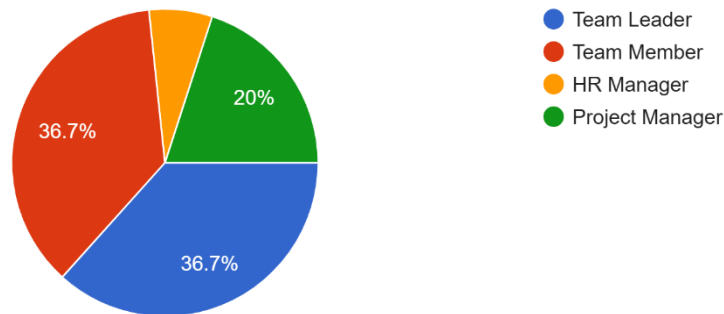
### Distribution of the Sample by Job Title

Regarding the distribution of the sample by job title, the statistical analysis revealed the following:

- **Team Leader:** The number of participants was **11**, representing **36.7%** of the total sample.
- **Team Member:** The number of participants was **11**, representing **37.7%** of the total sample.
- **HR Manager:** The number of participants was **2**, representing **6.7%** of the total sample.
- **Project Manager:** The number of participants was **6**, representing **20%** of the total sample.

This distribution indicates that the most common job title among participants is **Team Member**, accounting for **37.7%**, followed closely by **Team Leader** at **36.7%**. The **HR Manager** category had the lowest representation at **6.7%**, followed by **Project Managers** at **20%**.

Job title  
30 responses



Regarding years of experience, the statistical analysis results using **SPSS 28** showed the following distribution among the participants:

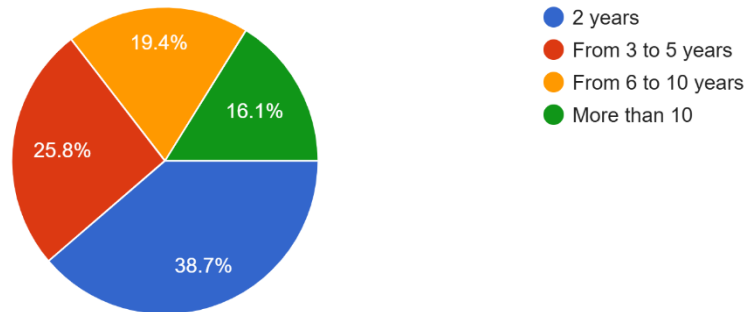
- **2 years or less:** The number of participants was **12**, representing **38.7%** of the total sample.
- **From 3 to 5 years:** The number of participants was **8**, representing **25.8%** of the total sample.
- **From 6 to 10 years:** The number of participants was **6**, representing **19.4%** of the total sample.
- **More than 10 years:** The number of participants was **5**, representing **16.1%** of the total sample.

This distribution indicates that the most common category among participants is **2 years or less**, accounting for **38.7%**, followed by **3 to 5 years** at **25.8%**.

Meanwhile, the categories **6 to 10 years** and **more than 10 years** had relatively fewer participants, comprising **19.4%** and **16.1%**, respectively.

#### Years of experience

31 responses



### 4.3. Validity & reliability tests for the questionnaires

#### The reliability and validity of the research

"To ensure the reliability and validity of the measures used in this study, the internal consistency reliability of the questionnaires used to measure the study variables was tested. Additionally, convergent validity was assessed using the average variance extracted (AVE). Moreover, the reliability of the measures used in the study was assessed through Cronbach's alpha and composite reliability."

#### The validity of the study's measures

"The internal consistency reliability of the measures used to assess the study variables was tested. Additionally, convergent validity was assessed using the average variance extracted (AVE).

- **Internal consistency reliability:** This refers to the extent to which each item in a questionnaire consistently measures the construct it is intended to measure. The researcher calculated the correlation coefficients between each item and the total score of its corresponding construct. According to Kaiser (1974), items with correlation coefficients below 0.5 were removed from the questionnaire.

- **Convergent validity:** The average variance extracted (AVE) was calculated to assess the convergent validity of the measures. According to Hair et al. (2006), the AVE value should be greater than 0.5."

| Variable                       |                                           | Stateme<br>nts                                       | KMO  | Fact<br>or<br>loadi<br>ngs | Standa<br>rd<br>deviati<br>on | P<br>Values | Average variance<br>extracted |  |       |
|--------------------------------|-------------------------------------------|------------------------------------------------------|------|----------------------------|-------------------------------|-------------|-------------------------------|--|-------|
| Laissez-<br>fare<br>leadership | Work<br>Autono<br>my                      | W1                                                   | .087 | .680                       | 1.344                         | 0.000       | 0.381.                        |  |       |
|                                |                                           | W2                                                   |      | .697                       | 1.204                         | 0.000       |                               |  |       |
|                                |                                           | W3                                                   |      | .541                       | 1.194                         | 0.000       |                               |  |       |
|                                |                                           | W4                                                   |      | .741                       | 1.170                         | 0.000       |                               |  |       |
|                                | Support and<br>Guidance<br>When<br>Needed | S1                                                   |      | .894                       | 1.216                         | 0.000       | 0.783                         |  |       |
|                                |                                           | S2                                                   |      | .697                       | 1.223                         | 0.000       |                               |  |       |
|                                |                                           | S3                                                   |      | .790                       | 1.214                         | 0.000       |                               |  |       |
|                                |                                           | S4                                                   |      | .754                       | 1.207                         | 0.000       |                               |  |       |
|                                | Mutual Trust                              | M1                                                   |      | .853                       | 1.334                         | 0.000       | 0.734                         |  |       |
|                                |                                           | M2                                                   |      | .692                       | 1.112                         | 0.000       |                               |  |       |
|                                |                                           | M3                                                   |      | .781                       | 1.230                         | 0.000       |                               |  |       |
|                                |                                           | M4                                                   |      | .610                       | 1.321                         | 0.000       |                               |  |       |
|                                |                                           |                                                      |      |                            |                               |             |                               |  |       |
| Team<br>performance            | producti<br>vity                          | P1                                                   | .819 | .771                       | 1.224                         | 0.000       | 1.226.                        |  |       |
|                                |                                           | P2                                                   |      | .846                       | 1.256                         | 0.000       |                               |  |       |
|                                |                                           | P3                                                   |      | .680                       | 1.199                         | 0.000       |                               |  |       |
|                                | Quality<br>of Work                        | Q1                                                   |      | .519                       | 1.205                         | 0.000       | 0.713                         |  |       |
|                                |                                           | Q2                                                   |      | .632                       | 1.182                         | 0.000       |                               |  |       |
|                                |                                           | Q3                                                   |      | .655                       | 1.265                         | 0.000       |                               |  |       |
|                                |                                           | C1                                                   |      | .748                       | 1.154                         | 0.000       |                               |  |       |
|                                |                                           | C2                                                   |      | .851                       | .999                          | 0.000       | 0.707                         |  |       |
|                                |                                           | C3                                                   |      | .747                       | 1.232                         | 0.000       |                               |  |       |
|                                |                                           | Collab<br>oration<br>and<br>Mutual<br>Dependen<br>ce |      | T1                         | .645                          | 1.404       | 0.000                         |  | 0.743 |
|                                | T2                                        |                                                      |      | .849                       | 1.463                         | 0.000       |                               |  |       |
|                                | T3                                        |                                                      |      | .768                       | 1.193                         | 0.000       |                               |  |       |
|                                |                                           |                                                      |      |                            |                               |             |                               |  |       |
|                                |                                           |                                                      |      |                            |                               |             |                               |  |       |
|                                |                                           |                                                      |      |                            |                               |             |                               |  |       |

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From the table above, we can derive information about the validity measure using the following values:

### 1. **Factor Loadings:**

- High factor loadings (typically above 0.5) indicate that the items effectively measure their associated factor. In the table, all items have factor loadings above 0.5, suggesting a strong relationship between the items and their respective factors.

### 2. **Average Variance Extracted (AVE):**

- AVE measures the amount of variance explained by a factor relative to the variance caused by measurement error. Acceptable values are generally above 0.5.
- The table shows that some AVE values are below 0.5 (e.g., the “Work Autonomy” factor with a value of 0.381), indicating weak discriminant validity for this factor. Meanwhile, other factors (e.g., “Support and Guidance” and “Mutual Trust”) have values above 0.7, indicating strong validity.

### 3. **Kaiser-Meyer-Olkin (KMO):**

- KMO is a measure of sample adequacy for factor analysis, with acceptable values being above 0.6.
- The table shows that KMO for some variables (e.g., “Laissez-Faire Leadership”) is below 0.6 (0.087), suggesting that this variable may be unsuitable for factor analysis.

| Variable                |                                     | Statements | Cranach's alpha |      |
|-------------------------|-------------------------------------|------------|-----------------|------|
| Laissez-fare leadership | Work Autonomy                       | 4          | .837            | .912 |
|                         | Support and Guidance When Needed    | 4          | .831            |      |
|                         | Mutual Trust                        | 4          | .916            |      |
| Team performance        | Productivity                        | 3          | .866            | .897 |
|                         | Quality of work                     | 3          | .855            |      |
|                         | Collaboration and Mutual Dependence | 3          | .912            |      |
|                         | Commitment to Team Goals            | 3          | .829            |      |
|                         |                                     |            |                 |      |

#### 4.4. Descriptive statistics for research variables (answer research questions)

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |

| level (degree)<br>Practice/importance | Relative weight %        | Result (general trend) | The value of the arithmetic mean |
|---------------------------------------|--------------------------|------------------------|----------------------------------|
| very low                              | From 20 to less than 36% | Strongly disagree      | From 1 to less than 1.80         |
| Low                                   | From 36 to less than 52% | Disagree               | From 1.80 to less than 2.60      |

|                  |                                      |                           |                                        |
|------------------|--------------------------------------|---------------------------|----------------------------------------|
| <b>Middle</b>    | <b>From 52 to less than<br/>68%</b>  | <b>Neutral</b>            | <b>From 2.60 to less than<br/>3.40</b> |
| <b>High</b>      | <b>From 68 to less than<br/>84%</b>  | <b>Agree</b>              | <b>From 3.40 to less<br/>than 4.20</b> |
| <b>very high</b> | <b>From 84 to less than<br/>100%</b> | <b>Strongly<br/>agree</b> | <b>From 4.20 to less<br/>than 5</b>    |

#### **4.5. Testing Hypotheses & Findings Discussion**

#### **4.6. Conclusion**

## **5. Chapter five: Research limitations, Recommendations & Conclusion**

### **5.1. Research Limitations & Future Research**

### **5.2. Research Recommendations**

### **5.3. Conclusion**

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## Appendix

