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A Survey Of Relationship Between Experience, Academic Degree And Perceived Quality Of Leader-Member Exchange Among Faculty Members

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ABSTRACT

Background: The purpose of this study was to investigate the relationship between experience, academic degree and perceived quality of LMX among faculty members.

Objective: The research method was descriptive (correlation) and the population consists of all faculty members of Islamic Azad University, region 2 (N=1450). **Results:** With stratified random sampling method and Proportional to population size, 318 subjects were selected. The data gathering tool were questionnaire. Statistical methods were used to analyze data are the Pearson correlation. **Conclusion:** The results showed that relationship between experience and academic degree with perceived quality of leader-member exchange among faculty members in Islamic Azad University is significant.

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INTRODUCTION

The emergence of leader-member exchange theory, confirmed this fact that leaders really behave in different ways with their subordinates. Leaders to create a different kind of relationship or exchange with each subordinate (Manzony and Barsvyks, 2003). Quality of leader Relationship, are linked by subordinates performance and other important individual and organizational results. Based on the leader - member Exchange theory, leaders not to be a similar style to deal with all of his subordinates but make a different relationship or exchange with any subordinate (Graen, Novak and Samrkamp, 1982).

Today, the knowledge is most important and effective human weapons and key to survive the societies and civilization. And university which is where known the power of awareness and Commanded Tower of communities thought. The university Mission in today's world of the third millennium has evolved from a single part and single institutional phenomenon to multi-part and multi-institutional process with educational, research, services, publications and professional development roles.

As mentioned, one of the most important resources in any organization that undoubtedly is basic and principle axis of development are its manpower with collection of enormous needs. These individuals in case of fix their needs and have enough motivation, will work their Talents, abilities and skills to serve their respective organizations.

The study of interpersonal relations is focus of theory and research in a wide range of disciplines (Sanchez, 2002). In the meantime, leadership in the organization is important and one of the areas of research and experience in the field of organization and management studies. Effective leadership is so important that, to ensure the achievement of organizational goals, is needed at all levels (Chong, 2001).

In studies conducted in this area it was found that some of the leaders were treated to a variety of approaches with members, By some of them as residents trustee (in group members) and by others as people paid (out group members) were treated. In group Individuals benefited more benefits than out group members in touch with work (Dansrov, Yamarinov and Markham, 1995).

In recent decades, many of the industrial-organizational and management psychology experts have strongly interest in the scope of organizational commitment. Organizational commitment can have desirable and undesirable results for the individual and organization (Amiri, *et al*, 2013).

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A number of studies have also shown that a reduction or fluctuation occurs in organizational commitment, is the result of leadership relations quality. A clear approach to the study of the interrelationships of the organizational hierarchy have been developed based on the findings of Dansreau and colleagues, is the leader - member exchange. This approach stipulates that satisfaction and performance in work groups and organizations depends to quality of leader - member exchange (Forsyth, 1999).

Several studies on the leader - member exchange show that the quality of relationship between leader and members in organization affects the surface of member's functions. The logic behind this claim is that Subordinates benefit from the high leader - member exchange perhaps better act because of the growing support, feedback, Resources and opportunities presented to them (Kim and escoter, 2002; Graen, Novak, Sammerkamp, 1982). Furthermore, people suffering from depression often have problems in their social activities (Ahangar, *et al.*, 2013). Some studies have found evidence to support the idea that the subordinates benefit from the high leader - member exchange to far more than those with Lowe Leader - member exchange, are participating in the cooperation (Kim and escoter, 2002; Graen, Novak, Sammerkamp, 1982).

Therefore, in this study we sought to assess the mediating role of gender, age and field of study in perceived quality of leader-member exchange among heads of departments and faculty members in the Azad University, region 2.

So, the hypotheses of this study are: 1- there is a significant correlation between gender and perceived quality of leader - member exchange among faculty members in the Islamic Azad University (region 2). 2- There is a significant correlation between age and perceived quality of leader - member exchange among faculty members in the Islamic Azad University (region 2). 3- There is a significant correlation between field of study and Perceived quality of leader - member exchange among faculty members in the Islamic Azad University (region 2).

Methodology:

The present study is an applied and descriptive (correlation type) research. The study sample consisted of all faculty members in Islamic Azad University, region 2 (N=1450). With stratified random sampling method and Proportional to population size, 318 subjects were selected. As can be seen in table 1, the distribution of faculty members by experience in Islamic Azad University, Region 2 is referred:

Table 1: the distribution of faculty members by experience

	N	Minimum	Maximum	Mean	Standard deviation
Experience	318	1	27	8.87	5.018

Data of above table shows that the minimum experience of faculty members are 1 year and the maximum experience of faculty members are 27 years. Furthermore, standard deviation of faculty members experience is 5.18.

Also, the distribution of faculty members by academic degree in Islamic Azad University, Region 2 is detailed in table 2:

Table 2: the distribution of faculty members by academic degree

Academic degree	Frequency	Percent	Cumulative frequency
Assistant professor	229	72.0	72.0
Associate professor	76	23.9	95.5
Professor	13	4.1	100.0
Total	318	100.0	

According to the above table, 229 faculty members (72/0%) are assistant professor, 76 patients (23/9%) associate professor, and 13 patients (4/1 percent) are professor.

In the present study, the main tool for gathering data is questionnaire. The Questionnaire has been used to assess the perceived quality of leader-member exchange was LMX-MDM scale that is made by Maslyn and Liden (1998).

To calculate the reliability of the current studies questionnaire, Cronbach's alpha is used, the alpha value calculated for the LMX-MDM questionnaire are 87.5 percent.

Results:

Hypothesis 1- there is a significant correlation between experience and perceived quality of leader - member exchange among faculty members in Islamic Azad University (region 2).

Table 3: Correlation between experience and perceived quality of leader - member exchange.

	Quality of LMX	Gender	
Quality of LMX	1,000	0,49 0,000	Degree of correlation p.v
Experience	0,49 0,000	1,000	Degree of correlation p.v

As is clear from Table 3, the correlation between experience and perceived quality of leader - member exchange is 0/49 percent; and $p.v = 000.0$ being smaller than $\alpha = 0.05$ is an indication that the correlation is confirmed. So, in general we can say that there is significant relationship between experience and perceived quality of leader-member exchange among faculty members in Islamic Azad University, region 2.

Hypothesis 2- there is a significant correlation between academic degree and perceived quality of leader-member exchange among faculty members in Islamic Azad University, region 2

Table 4: Correlation between academic degree and perceived quality of leader-member exchange.

	Quality of LMX	Age	
Quality of LMX	1,000	0,70 000,0	Degree of correlation p.v
Academic degree	0,70 000,0	1,000	Degree of correlation p.v

As is clear from Table 4, the correlation between academic degree and perceived quality of leader - member exchange is 0/70 percent; and $p.v = 000.0$ being smaller than $\alpha = 0.05$ is an indication that the correlation is confirmed. So, in general we can say that there is significant relationship between academic degree and perceived quality of leader-member exchange among faculty members in Islamic Azad University, region 2.

Discussion and Conclusion:

One of the most important resources in any organization, which is undoubtedly the main axis of development, is indeed human resources that encompass a collection of individuals with myriad needs (Bagherian, 2004 quoted Mohammadhani, 2009). They will work their Talents, abilities and skills to serve their respective organizations, If elimination their needs and have enough motivation (Carmeli 2003, Golman ET, al 2002, quoted Mohammadhani, 2009).

Thus, guidance and leadership in different levels of university, as a social organization with unique features, needs strong educational leaders. With this interpretation, present study aimed to create a fundamental and effective change in the patterns of academic leaders in area of human interaction, and seeking to design a new ways and provide a systematic framework to improve the engagement of managers with staff of the Islamic Azad University.

This study examined two hypotheses upon which the following results are obtained: there is significant relationship between experience and academic degree with perceived quality of leader-member Exchange among faculty members in Islamic Azad University, region 2.

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