Explanation of relation between the exchanging leadership, job independency and occupation involvement (Case study: Kerman Shahid Bahonar University staffs)

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Abstract
The purpose of this research is to evaluate the relation between the exchanging leadership, occupational independency and occupational involvement. The statistically this research includes all Kerman Shahid Bahonar university staffs. Among which the sample volume is 223 people who were selected randomly. The required data for present research has been gathered by the use of questionnaire. For determination of validity and stability of questionnaire, the Cronbach's alpha coefficient was used that its rate has been obtained for questionnaire of leadership style about 0.90 and for job independency equal to 0.79 and for involvement questionnaire it was equal to 0.80. In this research, the structural relation model has been used for data analysis. To analyze data and hypothesis testing and other evaluations the AMOS statistical software was used. The presented results have shown that there is meaningful relation between the exchanging leadership and occupational involvement.

Keyword: Exchanging leadership, Job independency, Occupational involvement.
Introduction

In modern commercial world, the organizational source correct management has high importance in organization. Among different source organizations, human source has special importance and it needs special attention. Most of researches which have been performed in organizational behavior filed prove that people occupational views in job systems related to them. Among these views is the term of occupational involvement that has been entered to organizational behavior realm and the definition which could be presented here includes: the degree or rate of person introduction about his job and the jib or performance that increases his validity and position (Talebpur, 2006). Du to human source importance and the role in organization, attention to views and behaviors of this factor as job involvement has special signification. In most occupation, the sensitive liability and staff mental responsibility to organization is equal to job involvement (Bamrouk, 2004). It should be noted that recent researches will reduce the job involvement of the job (Richman, 2006). This requires serious and rapid attention. Realization of reasons and outcomes of job involvement is really important for managers and it is one of the organizational behavior management final purposes. In this direction, researches have been done in the field of independency supporting environment which are effective on job involvement. Such factor is under the effect of people satisfaction rate about mental needs fulfillment (Ryan, 200, reeve, 2001 and Assor et al, 2002).

Mental requirements make the independency supporting environment effect on occupational performances balanced. Therefore staffs should know that they have required capability in decision making independency. Realization of correct analysis of outcomes and mental results is the first step in minimizing and avoiding destructive effects. Also many studies have proved that each organization to achieve its purposes requires special leadership and management method. Organizational leadership besides programming, organizing and control in, are the essential and important duties and it has the main role in organization management. This important is to degree that managers are assumed as the organizational leaders (Rebinz, 2011). Therefore for an organization to be successful, the presence of a leader is essential, even the best staff needs to know how to cooperate to achieve organizational purposes through cooperation (Cho & Tseng, 2009). In this situation, the exchanging upheaval is one of the newest mentioned views about leadership that relate researches are really rare. Therefore, according to exchanging leadership, supporting environment and involvement with job are really important for managers and one of the prior targets for organizational behavior management, because it is the most important variable in order to increase the organization effectiveness. Therefore the resent research purpose is to evaluate the exchanging leadership relation, job independency and job involvement.

Research literature

Exchange leadership

The organizational leadership is an important and complicated issue and researchers in developed countries have made too many attempts of realization and improvement. According to researchers, the method used by the leader for organization purposes is called leadership style. The leadership style has attention to different conditions and targets. In managers' literature, different styles of leadership are defined. The considerable point which exists in this style evaluation is that, there is no possibility to prescribe special style for all organization as ideal. The selection or formation of leadership style in an organization depends to organizational maturity and organizational earning. James Mack Gerigury Bernez 1978 was the first person who used exchanging leadership expression
and upheaval making issue. These explanations are used rapidly in organizational management realm (Dulewicz & Higgs, 2005). The most important issue in application of leadership style is the correspondences between leadership and followers; they could have dominance on each other according to benefits which they receive from mutual relation. In other word, leaders provide whatever they need and in exchange they expect that followers cover their needs in this relation. Both parties are linked together and assist each other to provide their requirements. According to Burnz, the exchanging leadership means the leading based on the correspondences between the leader and follower. Individual interests of both parties are provided and its dimension includes conditional benefits and management based on the expectation (active-inactive), (Shouqi, 2011). Burnes (1978) in exchanging leadership declared that this type of leadership occurs when the person enters to exchanging process that such could be economical, political and even mental. This leadership is aware about organization’s general purpose and its relation with individual purpose (Hamferiz, 2003). The theoretical basis of this leadership style is derived from verum expectation theory (1964), path-target theory (House, 1971, Mishel, 1974) and equality theory (Adam, 1963, Houmans, 1958) and strengthening theory (Loutanz, Keritz, 1985, Scut and Pudsacuf, 1982). It is somehow similar to theory of leadership interest and results maximization.

**Job independency**

One of the important effective factors in staff motivation is having control on their job. Staff should know that they have capability and independency in their job decision making. The act of independency points out top people independent proceeding or team for presentation of ideas or new views and its performance as well. Generally, the realization capability includes environmental opportunities and using them. In organizational environment, performance independency points out to organizational limitation. As mentioned by researchers, factors like source accessibilities, proceeding by competitors or internal considerations have effect on operation independency. The occupational independency points out to staff authorities and operational freedom in required activities and determination for occupational duty performance (Abdellahy, 2006) Hakman and Oulham (1975). They defined the occupational independency as below: the rate that job provides for job freedom and required independency for planning, timing and determination of job performance for individual. As Scooper believed (1998), the job independency effects on occupational mental pressure which is three dimensional. First, the occupational independency leads that job requirements for the person assumed as lower pressure making. Second, the job independency leads to safer style with pressure making situation. Third, the job independency avoidance leads to internal requirement satisfaction for deservedness. Varwom (1964) thinks that with group solidarity in agreement presence, cooperation and group interest, they join each other to achieve group targets. Based on Archis research (1991), lack of authority and independency in job leads to job destruction. On the other hand as researchers said the need to job independency is a specification which has been confirmed as motivation force for staffs. Actually the need for independency could be defined as control on own destiny and perform a job foe own and to be ones’ own chief. Also interest in independency is a motivating power for tendency to entrepreneurship and personal satisfaction in job independency. Hence free performance is the entrepreneurship profit, and actually the need to independency is the factor that leads to targets accomplishment of the staff. Dissatisfaction of bureaucracy, in addition to pure responsibility in making changes, and independency personality in people who want to complete everything in their own method is also included.
Job Involvement

It is the important variable that assists the organizational efficiency. Involvement with job is the degree that individual has involved in an occupation mentally and internally. When individual is involved in a job, he enjoys it and doesn’t get tired of it (Qholi pur, 2007, lan and Kathlen, 2010). Job involvement reveals the job identity and points out to what extent individual assesses the value sense and the occupational performance. Those who are involved in their job have higher performance and lower absence. And those who are not involved in their job experience intensive isolation. The organizational liability has direct relation with job involvement. Also involvement in job is the concept that generally is toward the job erosion. In contrast to staffs who suffer from occupational corrosion, the involved staffs have active mentality and energetic feeling and they have effective activity with their job activities. In this way, staffs will have the capability to provide their occupational requirements. In the relevant literature, we can find different definitions for job involvement (Kun, 1990). The job involvement is defined as the staff obedience in occupational roles. This involvement has different aspects as physical attachment, realization and sensitiveness. Based on Kun perspective, job involvement means the presence of worker mentally during duty performance. Berit and coworkers (2001) have analyzed the organizational benefits as the result of job involvement. Harte and coworkers (2002) have evaluated the job involvement with two variables of attraction and involvement and explained the relation with important concepts such as service resignation, satisfaction and loyalty to customers and job safety, and finally the positive relation of job involvement in operation and benefit providing of organization was discovered. Therefore, we can deduct different practical reasons for the necessity of evaluation about the involvement in job in organizational variables. The importance of this evaluation and augmentation is increased twice. In some cases, job involvement is assumed as the obvious attempts and following with staff wisdom in performing job duties. Maslach and coworkers, (2001) defined the occupational duty in three energies, effect and involvement in the reverse point of occupational corrosion with three features of tiredness, isolation and ineffectiveness. According to most researchers in this field, involvement in job is capable of predicting the staff outcomes and organizational success and financial performance as well (Bitz, 2004).

Involvement in job is related to personal specification and job duties identity. In general definition, this involvement means more presentation of what should be presented, as the result; a working power is considered as responsible power for benefit making. Job involvement is the target and concentrated energy for individual that is illustrated with in innovation and adaptability, emphasis and putting pressure on the organizational purposes for others (loadhall and Kinjze, 1965). Pulay and coworkers in (1994) declared 4 principles for working power related to job as below:

Staff should have the capacity for liability
Staff should have motivation or any reason to be responsible
Staff should be responsible by their own intention
Staff should know how to be responsible

Kanungo (1982) declared that job involvement has four main criterions

The necessity sense

The necessity is the decision and aimed energy. Just having energy is not important; rather we require to have targeted energy. Psychologists regarded it as justifiability. Therefore the discussed energy in our research is the type of energy that is defined for achieving and gaining a target.
Concentration sense

Those staffs, who are involved in their job, have more attention and concentration on their job. In general, they have concentration on the job and external thoughts or unimportant issues as they do not disturb their attention. In simple definition, confusing items in working environment are anything that deviates and removes the individual energy and attention from important issues.

Power sense and energy

Concentration cannot declare the whole intention and meaning about job involvement. For example, the reason of shock and terror when somebody disturbs our concentration is due to our concentration intensity.

Eagerness sense

Eagerness is the mental status that has the sense of wonder, happiness and energy. The emotional condition that is known as positive sense and its identity prove the powerful sense and positive happiness. When we think of eager staff, instead of inactive staff, we think of active staff in our mind, if we ask the reason of their behavior, we are surely faced with sentences such as stated below:

Putting pressure on the job they have
Active reaction on occurred challenges
They expand their duties in working environment and increase them
They adapt with changes easily

High level of occupational dependency means that the person attributes special job to him and considers it as his identify. Having staffs with high job eagerness might provide benefit for the organization because when people are submerged in their job, their motivation is increased which might provide positive effect on their occupational performance.
Research hypotheses

1-exchanging leadership has effect on working independency
2-exchanging leadership has effect on job involvement
3-working independency has effect on job involvement
4-exchanging leadership has effect on job involvement due to working independency

Research Methodology

Required data for the present research has been provided from questionnaire whose validity has been tested. The researcher has used a questionnaire including 32 questions and all questions contain in 5 options. To analyze data in this research, we have used the structural equation modeling method in deductive statistical level. To test research model, we have used the AMOS 16 software. Structural relation model was used to analyze data. In the present research, the analytical model drawing on was measured by AMOS program and hypotheses were tested. The statistical society in this research includes all staff of Shahid Bahonar in Kerman that among them samples with 223 individuals were selected. To determine the validity and stability of questionnaire, we used the Cronbach's alpha that its rate for MLQ exchanging leadership style was equal to 0.90 by BASS & ALIYOU (2000). For job independency questionnaire, it was equal to 0.79 provided by KUIEN &SHEPARD (1974) and it was calculated as 0.80 for job involvement made by LADAN & Kejner, (2001).

Data Analysis

Before testing research hypothesis, first, the whole suitability model should be evaluated. The considerable point in data analysis is that when structural model fitness is confirmed, it never proves that such model is the only valid model.

Table 1: research model fitness scales

<table>
<thead>
<tr>
<th>Fitness scale</th>
<th>value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freedom degree</td>
<td>461</td>
</tr>
<tr>
<td>( \chi^2 )</td>
<td>1073.821</td>
</tr>
<tr>
<td>( \chi^2/df )</td>
<td>2.329</td>
</tr>
<tr>
<td>GFI</td>
<td>0.964</td>
</tr>
<tr>
<td>NFI</td>
<td>.638</td>
</tr>
<tr>
<td>CFI</td>
<td>.752</td>
</tr>
<tr>
<td>TLI</td>
<td>.734</td>
</tr>
<tr>
<td>AIC</td>
<td>96.869</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.080</td>
</tr>
</tbody>
</table>

According to AMOS software output results -which are presented here-, the rate of the whole fitness scale shows proper condition. The k square rates show that it is not possible to assume differences between observed co variation matrix and reproduced types as meaningful statistically.
The adaptive scales show more rates or closer to 0.90 that is defined as the model capability in taking distance from independency model and closing to filled model on the basis of defined criterions. The RMSEA fitness scale and assurance distance of 0.90 are accepted in agreed domain.

The Structural Equation Result

In order to assess the visual relation in mentioned hypotheses, we have used the structural equation modeling that shows the suggested conceptual model validity through model fitness scales. In this research, after the model drawing, model parameters were provided by the use of AMOS software and hypotheses were tested based on data.

Figure 1: Unstandard coefficient in structural model and measurement
Figure 2: structural model standardized model coefficient and measurement

Hypotheses test

First hypothesis test
1 - exchanging leadership has effect on working independency
H0: Exchanging leadership doesn’t have effect on working independency
H1: Exchanging leadership has effect on working independency
Table 2: Research data analysis result summary

<table>
<thead>
<tr>
<th>path</th>
<th>Path coefficient</th>
<th>Standard coefficient</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>exchanging leadership</td>
<td>0.60</td>
<td>0.73</td>
<td>a</td>
</tr>
<tr>
<td>job independence</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The first hypothesis test result is evaluated according to table information. The exchanging leadership variable path coefficient effect on job independence internal variable shows that intended variable is meaningful. As a result, the zero hypotheses is rejected based on lack of related coefficient presence (first hypothesis confirmation).

2- there is effect between the exchanging leadership and job involvement

H0: Exchanging leadership does not have effect on job involvement
H1: Exchanging leadership has effect on job involvement

Table 3: Research data analysis result summary

<table>
<thead>
<tr>
<th>path</th>
<th>Path coefficient</th>
<th>Standard coefficient</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>exchanging leadership</td>
<td>0.64</td>
<td>0.70</td>
<td>a</td>
</tr>
<tr>
<td>job involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The second hypothesis test result is evaluated according to table information. The exchanging leadership variable path coefficient effect on job involvement internal variable shows that intended variable is meaningful. As a result the zero hypothesis is rejected based on lack of related coefficient presence (second hypothesis confirmation).

3- job independency has effect on job involvement

H0: Job independency does not have effect on job involvement;
H1: Job independency has effect on job involvement

Table 4: Research data analysis results summary

<table>
<thead>
<tr>
<th>path</th>
<th>Path coefficient</th>
<th>Standard coefficient</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>job independency</td>
<td>0.22</td>
<td>0.24</td>
<td>a</td>
</tr>
<tr>
<td>job involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The third hypothesis test result is evaluated according to table information. The exchanging leadership variable path coefficient effect of job independency on job involvement internal variable shows that intended variable is meaningful. As a result the zero hypothesis is rejected based on lack of related coefficient presence (third hypothesis confirmation).

4- exchanging leadership has effect on job involvement due to job independency

H0: Exchanging leadership doesn’t have effect on job involvement due to job independency
H1: Exchanging leadership has effect on job involvement due to job independency
Table 5: Research data analysis result summary

<table>
<thead>
<tr>
<th>path</th>
<th>coefficient</th>
<th>result</th>
</tr>
</thead>
<tbody>
<tr>
<td>exchanging leadership → job independency</td>
<td>0.60×0.22=</td>
<td>app</td>
</tr>
<tr>
<td>job independency → job involvement</td>
<td>0.13</td>
<td></td>
</tr>
</tbody>
</table>

The fourth hypothesis test result is evaluated according to table information. The exchanging leadership variable path coefficient effect of exchanging leadership on and effect of job independency on job involvement internal variable shows that intended variable is meaningful. As a result, zero hypothesis is rejected based on lack of related coefficient presence, fourth hypothesis confirmation.

**Conclusion**

The first hypothesis test result was evaluated according to table information. The exchanging internal variable path coefficient effect, on job independency internal variable, shows that the intended variable is meaningful. As a result the zero hypothesis is rejected based on the related coefficient absence and so the researcher’s first claim is approved and exchanging leadership has effect on job independency.

The second hypothesis test result was evaluated according to table information, the exchanging internal variable path coefficient effect on job involvement internal variable shows that the intended variable is meaningful. Thus the zero hypothesis is rejected based on the related coefficient absence and as the result the researcher second claim is approved and exchanging leadership has effect on job involvement.

The third hypothesis test result was evaluated according to table information, the exchanging internal variable path coefficient effect of job independency on job involvement internal variable shows that the intended variable is meaningful. As a result the zero hypothesis is rejected based on the related coefficient absence and as a result the researcher third claim is approved and job independency has effect on job involvement.

The fourth hypothesis test result was evaluated according to table information, the exchanging internal variable path coefficient effect of exchanging leadership on job independency and job independency effects on job involvement internal variable shows that the intended variable is meaningful. As a result the zero hypothesis is rejected based on the related coefficient absence and as a result the researcher’s fourth claim is approved and exchanging leadership has effect on job involvement due to job independency.
References


Shoqhi, Behzad, A (2012). Leadership styles, theories, definition and concepts, Tehran, hidden publication.