



The Effects of Leader Members' Relations on Organization Development: A case of private sector universities of Nangarhar

Amanullah Sherzai¹

¹Business Administration Department, Faculty of Economics, Khurasan University, Nangarhar Province, Jalalabad city, Afghanistan

Corresponding Author's Email: ihساسaman0@gmail.com

ABSTRACT

In this research, the relationship between Leader members' relation (in-group and out-group), and organizational development is investigated. This study article examines the effects of leader members on Organizational Development in Private Sector Universities in eastern zone, Nangarhar, Afghanistan. For conducting this research 236 sample was selected in Nangarhar, Private Universities. The data for this research was collected on questionnaire method as the instrument regarding the Leader Members (in-group and Out-group) on the organizational development. The data was analyzed using the SPSS software. To analyze the descriptive statistics and find the mean, standard deviation, frequency, percentage and inferential statistics, finding the t-test to answer the hypothesis of the study

Keywords: Leader Members; In-group; out-group; eastern zone Nangarhar

INTRODUCTION

This research tested the effects of in-group & out-group leader members on the organization development in private universities over here in Afghanistan. As a matter of fact, Afghanistan is a country where the level of education is not that much good to know the role of In-group and Out-group leader members as a matter of fact to clearly define their effects on the organization development in private sector universities in Afghanistan, so it is needed for the variety of reasons. Such as, find out whether the in-group leader members play the best in the development of the organization, or the out-group leader members play the crucial role in the development of the private universities. After finding the result of these two groups and their effects on the organization development, they organizations will fill the gap by having In-group/Out-group leader members to successfully reach to their destinations. Different writers are writing some useful wordings about the boldness of in-group and out-group leader members.

As it has been visibly proved that relationship of leaders with subordinates at workplace, is directly proportional to the team performance (Seers, 1989). LMX (LEADER-MEMBER EXCHANGE) theory is an exceptional theory in Leadership, which stresses on the relation among leaders and subordinates. Leader-Member Exchange describes the relationship quality between a leader and each of his/her followers (Uhl-Bien & Graen, 1995). For an overview, see also van (Breukelen et al, 2006). Top valued LMX has encouraging effects such as High Supervisor Ratings, Job Satisfaction, Career Progress, Organizational Commitment and Reduced Turnover.

These changes in any organization depend on the relationships of the leaders with the group members, so the relationship with the in-group members also has the effects on the organization development. In-group members have high quality exchanges characterized by "mutual trust, respect, and obligation (Uhl-Bien and Graen: 1995, 227). Whereas Outgroup members have, low quality exchanges and have less trust, respect, and obligation. It visibly

defines that in-group leader members have the effects on the organization development while the Outgroup leader members have less impact on it (Uhl-Bien and Graen: 1995).

Through this research a transparent change will occur specially in the organization development and will clearly reveal that how the relationship with leader members' relations effect the development process of any private university in Afghanistan.

LITERATURE REVIEW

In-Group leader members

Every single private university over here in eastern zone of Afghanistan has their own organizational structure in which they have clearly identified the role of the staff members to carry on as per being signed in their employment contract. On the other hand, In-group leader members are the ones they have to carry on some additional tasks which have not been in the contract so for.

Teams and teamwork take important roles in organizations' successes in today's managerial world (Tasa, Taggar, and Seijts, 2007). Meanwhile, the leaders and the subordinates have merely closed relationship. Furthermore, the high LMX relationships tend to be characterized by liking, mutual respect, and trust (Omobude and Umemezia, 2018). LMX is known to be one of the main theoretical approaches in the study of leader follower relationships (Witteloostuijn and Graham, 2010). Researchers have also found out that how the leader member exchange (L.M.X) theory has being connected to empowerment. (Harris, Wheeler, & Kacmar, 2009) explored how enablement regulates the effect of (L.M.X) on job upshots. Such as, job satisfaction, turnover, job enactment, and managerial citizenship deeds. Which is based upon two samples of academy ex-students; they have clearly defined the authorization and (L.M.X) quality had a minor synergistic effect on job aftermaths.

The quality of (L.M.X) counted mostly for the forces who handled little permission. For these very employees, top-quality (L.M.X) seemed to reward for the downsides of not empowering. In core, the above-mentioned judgments have clearly illustrated administrations standing to have in hand much from having frontrunners who are there to have the chance of creating good and effective operational affiliations. Whenever the topped ranked authorities and supporters have good and valuable talks, so for sure will have to feel better and undertake more, to the union thrives. Research of LMX theory has also begun to focus on how exchanges between leaders and subordinates can be used for leadership making (Uhl-Bien and Graen, 1991).

Leadership Making is an approach prescriptive to highlighting headship, for a leader has to cultivate first-rate chats with all around the leader's dependents relatively than just a few. the efforts to mark all subordinates feel the way whether they are the part of the in-group, by doing that, eludes the discriminations and undesirable inferences for being able to be a part of out-group. In general, leadership making promotes partnerships in which the leader tries to build effective dyads with all employees in the work unit (Uhl-Bien and Graen, 1995). Leadership making suggests that leaders can create networks of partnerships throughout the organization, which will benefit the organization's goals and the leaders own career progress (Uhl-Bien and Graen, 1995).

Out-Group leader members

On the other hand, the out-group members, the subordinates who experienced low-quality (L.M.X), are not accorded special treatment but get little support from their superiors (Bolino, M. C., & Turnley, W. H. 2009). These out-group members have also been referred to as trusted assistants and hired hands respectively (Cogliser, Schriesheim, Scandura, and Gardner, 2009). Many theorists have established that Out-group leader members have a positive impact on the organization development.

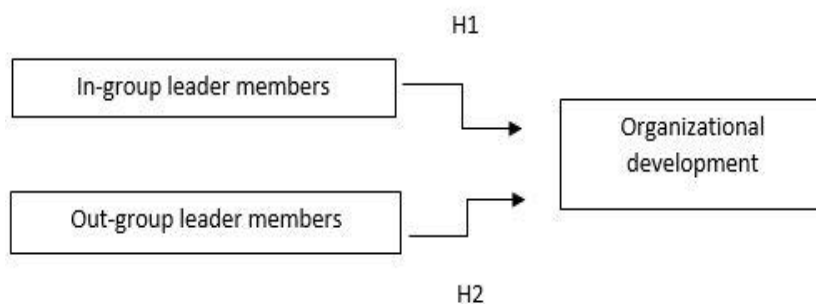
The workers, who have the less closed relationships with the supervisors, will receive less rewards, and chances of involvement in the decision making. Obviously, not because of their work performance, but for the purpose of not doing the extra-curricular activities (Bolino & Turnley, 2009).

So, individuals who are part of out-group are more likely to have a higher level of perceptions of organizational politics as compared to individuals who are part of high quality relationship in-group (Aggarwal and Goyal, 2018.) also supported this by demonstrating a significant inverse relationship between the perceptions of organizational politics and the quality of leader member exchange. So, out-group members might perceive that in-group members are given favor based on political factor rather than objective factors.

A positive relationship between the perceptions of organizational politics and the quality of leader member exchange (Aggarwal and Goyal., 2018).

Organization Development

Every business is being made for the only purpose of developing and for the effective use of the resources, which they have in their hands ready to be used. So, for being effective, every organization needs to have a closed relationship among the superiors and the subordinates. The attitudes changes of the employees, the political changes in the organization for the betterment of that institution, can be considered the OD. Many of the OD interventions, techniques, and methods incorporate some form of dialogue or other and, therefore, can be interpreted as fitting the social constructionist approach to organizational change. In terms of Berger and



Luckmann (1966), Organization development (OD) is plainly being defined through change experts and theorizers in more different ways, due to its part of complication. Principally, it is a purposely strategic, organization-wide effort of to increase an organization's usefulness or to enable an organization to gain its tactical goals. The notion legally emerged in the 1950s (though some theories date back to 1920) and will commonly credited to psychologist (Kurt Lewin). It encompasses together the theory and rehearsal of planned, complete change in the attitudes, beliefs and behavior through longstanding training programs of employees. It is often called as action-oriented. Richard Beckhard (1969), an effort that is (1) planned, (2) organization-wide, (3) managed from the top, (4) increase organization effectiveness and health through (5) planned interventions in the organization's processes, using behavioral-science knowledge. Warren Bennis's (1969), definition positions OD as reactive to change, rather than proactive, same is the case with Beckhard's definition. Each value system includes a series of positive and negative features and behaviors, adaptive and maladaptive elements. A system can become healthy and unhealthy, supportive and destructive, energizing and frustrating, sowing the seeds of change. It offers linkages to change management (van Marrewijk, 2010).

Theoretical Framework

2.5 Hypotheses

H 1: there is a significant relationship between the In-group leader members and the organization development.

H 2: there is a positive and significant relationship between the Out-group leader members and the organization development.

METHODOLOGY

Research Design

The nature of research is quantitative. The tenacity of the revision is to test the effect of In-Group leader members and Out-Group leader members on the Organization Development. At the meantime questionnaires are going to be the most appropriate method of data collection. The adopted questionnaires of Peter G. Northouse, Western Michigan University (2007) LMX will be used to accumulate the data.

The collected data was analyzed with help of (SPSS 28) Statistical Package for Social Sciences.

Population

To explore the effect of In-Group leader members and Out-Group leader members on the Organization Development, the concentration of the study is private universities and institutions in certain areas of Afghanistan. 20 public and private universities in the eastern part of Afghanistan are providing their services to the people. The faculty members were the targeted population of this research. The underneath universities' staff and faculty members were the population from whom the data will be collected for the successful completion of the research.

1. Khurasan University
2. Alfalah University
3. Altaqwa University
4. Spinghar University
5. Aryana University

For about 1500 employees have been working in the nominated institutions. Because of the accurate analysis of the data during the specified time and correct responses to the questionnaires, in this research only the lecturers, faculty members and the office workers whether they are working in any position in the institutions, the lecturers, the faculty members and the office worker were selected as the targeted population in order to response properly to the questionnaires. Furthermore, whose number will be 236 (Two hundred thirty-six). The remaining staff members will be excluded from the study.

Sample Size and Sample Techniques

The portion of population is being presented by Sample. For being complex, sophistication and time consumption a sample will be selected from the institutions in order to have the whole population of the mentioned private academic institutions in eastern part of Afghanistan test hypotheses. For gathering the data, the questionnaires were distributed to the selected employees (236) of the specific organizations, after the distribution of the questionnaires, only 200 respondents returned the questionnaires and the remaining respondents excused for the questionnaires missing in their offices.

The sample size is being derived from the following formula:

$$n = \frac{N}{1 + (N \times e^2)}$$

Whereas:

n stands for Sample Size

The N stands for Population

the letter e denotes the Margin of Error (6.5%)

The sample was selected on one way: the area sampling; in which the chance for every unit will be the same to be

included in the sample. In addition, to use the area sampling, therefore, the eastern zone has been choosing. For this reason, it would be easy to collect the data, meanwhile the staff members and the lecturers will have no biases in providing the needed data.

Unit of Analysis

The level from which the data will be collected and the research analysis will be conducted for that specific unit/level is nominated as unit or level. The level/ unit can be the group of individuals, organizations and institutions. The central point of this study is to study the effects of In-group leader members and Out-group leader members' relations on organization development in the eastern zone of Afghanistan.

Measurements and Instrumentation

The collection strategy of the data has adapted the Likert scale questionnaires to acquire the info from the defendants of the study. Questionnaires will be intended on five points scale. Obviously, there are three main sections of the STUDY: The In-group leader members, out-group leader members and the organization development. For the reason that the adapted 7 questions were used to have the data in hand from the in-group leader members and out-group leader members and their effects on organization development Finally, the third part gathers the data about the organization development which will have 5 questions at all. To measure the data, which has been gathered from the questionnaires, I would like to use the software (SPSS) for my research study. Data will have to be analyzed for the following statistical measurements.

- For incomplete and inappropriate responses, all the questionnaires were analyzed.
- The final questionnaires were entered into the SPSS 28 for analysis.
- Descriptive and inferential Analyses were used to obtain Minimum and Maximum Values, Standard Deviation, Mean.

Consistency of the Instrument

Actually, the dependability of instrument belongs to instruments of study to have the data being collected adequately and analyze data accurately, so instrument must be reliable to analyze the variable. The reliability Statistics of this study indicates the Cronbach's Alpha 0.847, which is acceptable for the collection of the data through the questionnaires. The instrument, which I have used, has been proved and used by many different researchers all around the world.

Reliability Statistics	
Cronbach's Alpha	N of Items
.847	30

Descriptive analysis Tools

The description of the data needs the descriptive statistical analysis to be done. That is why this study will also use minimum and maximum values, standard deviation, mean for depiction of the data. Mean is being presenting the average score for variables of the study; standard deviation on the other hand presents the deviance of individual score from the mean score. Minimum and maximum values finally present the lowest and highest score for each of these variables.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	135	75.0	75.0	75.0
	Female	45	25.0	25.0	100.0
	Total	180	100.0	100.0	

Correlation Matrix

Correlation coefficient has being used to find the association between the variables. In addition, it provides consequences of the association between the two different variables. For strong negative relationships, the value is -one and +1 represents the strong positive relationships between the different variables and so on (Rotter, 1966) The following table indicates the age of the respondents and the total number of the respondents is 180 in which 46 respondents responded that their age is from 18-25 and that is 25.6% of the total sample. Secondly, 101 respondents declared that their age is from 26-35 which 56.1%. Finally, 33 responded that their age is from 36-46 and that 18.3 percent.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	46	25.6	25.6	25.6
	26-35	101	56.1	56.1	81.7
	36-45	33	18.3	18.3	100.0
	Total	180	100.0	100.0	

The table Down, there is the frequency of the respondents, male and females which clearly shows the number of male and female respondents. The data is collected from 135 males which is 75 % of the total and 45 female respondents which about 25 % of the respondents. Means the male respondent's percentage is high as compare to female.

The education table identifies the level of education of the respondents. That clearly identifies 12.2 % of Bachelor, 50.6 % of Master (the highest percentage), 25 % of PhD and finally 12.2 % other category means not included in the above.

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	22	12.2	12.2	12.2
	Master	91	50.6	50.6	62.8
	PhD	45	25.0	25.0	87.8
	Other	22	12.2	12.2	100.0
	Total	180	100.0	100.0	

The following correlation analysis shows the relationship between the dependent and independent variables. According to the analysis the Pearson Correlation Value is (0.803) which means there is a strong perfect correlation between the Leader Members and the Organization Development. Further, the research modal is statistically Significant (.000) which is less than 0.01.

Correlations			
		Leader Members	Organizational Development
leader Members	Pearson Correlation	1	.803**
	Sig. (2-tailed)		.000
	N	180	180
Organizational Development	Pearson Correlation	.803**	1
	Sig. (2-tailed)	.000	
	N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

As per looking to the Model Summary Table, the relationship between both variable is (80.3%). On the other hand, R Square value is (0.645). Simply it means that (64.5%) Organizational Development is based on Leader Members Participation in Decision making process and the other (35.5%) changes are because of other variables in the Private Sector Universities in Nangarhar Province.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.643	.27158

a. Predictors: (Constant), Leader Members

Down in the ANOVA, it can be noticed the P Value is less than (0.01). Moreover, the F Value is also in the level of acceptance. Finally, it can be added that all estimated b's are statistically with 99% confidence level significant, so null hypothesis is rejected and alternative hypothesis is accepted.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.898	1	23.898	324.032	.000 ^b
	Residual	13.128	178	.074		
	Total	37.026	179			

a. Dependent Variable: Organizational Development

b. Predictors: (Constant), Leader Members

In the table below, we see that the T value is equal to (7.023) and this value is far from (-2 and +2), so we reject H0 and accept H1. Also, the value for b or constant (0.785) means that if affiliated universities and higher education institutions do not work for both groups in decision-making, their institutional performance and development will be (0.785) percent. In addition, b1 means slope (0.725) means that if related departments are not given 1 percent in the decision of senior leaders, then as a result (725.) percent change will come in the development of departments.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.785	.112		7.023	.000
	Leader Members	.725	.040	.803	18.001	.000

a. Dependent Variable: Organizational Development

DISCUSSION

The findings of this research indicates that there is the perfect positive relation between the Leader Members' relations and the Organizational development in private sector universities in eastern zone of Afghanistan. In fact, this has been proved by other research scholars all around the world that the leader members whether in-group or out-group can positively affect the organizational performance and its development (Scheepers, Spears, Doosje, & Manstead, 2006; Spears, Jetten, & Scheepers, 2002; Tajfel & Turner, 1979).

During this research, different statistical analyses were used with the help of SPSS Software. Such as, PEARSON CORRELATION, RELIABILITY, ANOVA. Finally, the results indicate that there is 64.5 perfect positive relation between both of the variables and this correlation is statistically significant which means Leader Members' relations (in-group and out-group) in decision-making process positively affect the organizational development.

CONCLUSION

To conclude, should be stated that this study purposes to find out the effects of the leader members' relation (In-group leader members and Out-group leader members) on the organization development in the private sector universities in the eastern zone of Afghanistan. The adopted questionnaires were used for the data analysis (Peter G. North use, 2007).

Limitations and Scope for future Research

As the research provide partial information for the private sector universities in eastern zone of Afghanistan, but was said there were some sort of limitations in collecting the data from the respondents. Such as, the small sample size. Therefore, the findings of this study cannot be applied to any other Private Universities in other provinces of Afghanistan. For the empirical literature, the same study can be conducted in other region of the country.

REFERENCES

- Aggarwal, A., Goyal, J., & Nobis, K. (2018). Examining the impact of leader-member exchange on perceptions of organizational justice: the mediating role of perceptions of organizational politics. *Theoretical Economics Letters*, 8(11), 2308.
- Bolino, M. C., & Turnley, W. H. (2009). Relative deprivation among employees in lower-quality leader-member exchange relationships. *The Leadership Quarterly*, 20(3), 276-286.
- Bennis, W. G. (1970). A funny thing happened on the way to the future. In *Annual Meeting of the American Psychological Association., Sep, 1969, Washington, DC, US; This paper is a combination and revision of two papers given at professional meetings in early September 1969: an invited address to the Division of Personality and Social Psychology at the aforementioned meeting, and a speech for a panel on "political science and the study of the future," given before the American Political Science Association, September 4, New York.*. American Psychological Association.
- Beckhard, R. (1969). *Organization development: Strategies and models.*

- Cogliser, C. C., Schriesheim, C. A., Scandura, T. A., & Gardner, W. L. (2009). Balance in leader and follower perceptions of leader–member exchange: Relationships with performance and work attitudes. *The Leadership Quarterly*, 20(3), 452-465.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), 219-247.
- Graen, G. B., & Uhl-Bien, M. (1991). The transformation of professionals into self-managing and partially self-designing contributors: Toward a theory of leadership-making.
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader–member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The leadership quarterly*, 20(3), 371-382.
- van Marrewijk, M. (2010). The Cubrix, an integral framework for managing performance improvement and organisational development. *Technology and Investment*, 1(1), 1.
- Van der Elst, W., Van Boxtel, M. P., Van Breukelen, G. J., & Jolles, J. (2006). The Stroop color-word test: influence of age, sex, and education; and normative data for a large sample across the adult age range. *Assessment*, 13(1), 62-79.
- Omobude, C., & Umemezia, E. (2018). Leader-member exchange and organisational citizenship behaviour. *Accounting and taxation review*, 2(4), 46-57.
- Mr Graham, L. N., & van Witteloostuijn, A. (2010). Leader-member exchange, communication frequency and burnout. *Discussion Paper Series/Tjalling C. Koopmans Research Institute*, 10(08).
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological monographs: General and applied*, 80(1), 1.
- Scheepers, D., Spears, R., Doosje, B., & Manstead, A. S. (2006). Diversity in in-group bias: Structural factors, situational features, and social functions. *Journal of personality and social psychology*, 90(6), 944.
- Seers, A. (1989). Team-member exchange quality: A new construct for role-making research. *Organizational behavior and human decision processes*, 43(1), 118-135.
- Tasa, K., Taggar, S., & Seijts, G. H. (2007). The development of collective efficacy in teams: a multilevel and longitudinal perspective. *Journal of applied psychology*, 92(1), 17.