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THE EFFECTS OF A POLITICAL CULTURE OF FEAR ON LIBYAN STUDENT'S PERCEPTIONS OF LEADERSHIP

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The Gaddafi era lasted for more than 42 years. Gaddafi depended mainly on a fear culture to govern the country, including all Libyan national organizations and institutions. This culture of fear affected relationships between leaders and their members in every social sector. One of these sectors is Libyan universities. The influence of the culture of fear may have even seeped into relationships between the faculties and their students, and this culture of fear may be still affecting these relationships.

Purpose of Study

The purpose of this study is to analyze the effects of a political culture of fear on student perceptions regarding the leader-member exchange (LMX) relationship with faculty, and student perceptions of the nature of leadership in Libyan business schools.

Research Question

What is the effect of a political culture of fear on student perceptions of leader-member exchange (LMX) relationship with faculty and student perceptions of the nature of leadership?

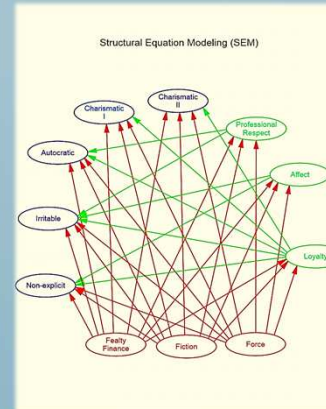
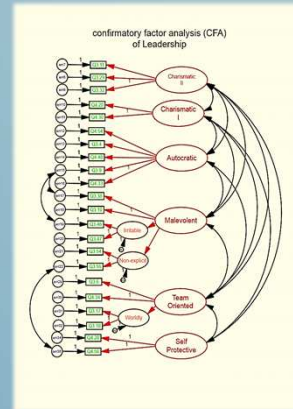
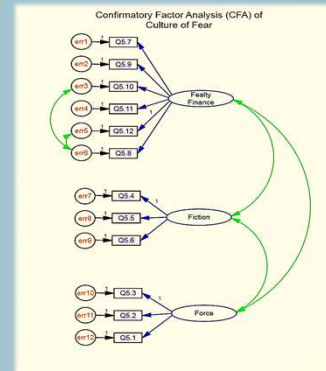
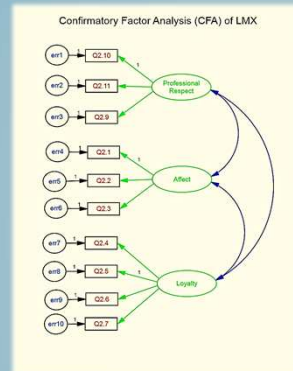
Theoretical Framework

This study examines relationships between faculties and students using the leader-member exchange survey (Liden & Maslyn, 1998) and the GLOBE study leadership survey (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Culture of fear was measured with a researcher-created survey that examines four forms of power: (a) force, (b) fiction, (c) finance, and (d) fealty (based on Nyberg, 1981).

Research Design

The participants in this study are 237 randomly selected faculties and students from 7 business schools in 7 different Libyan universities.

Factor analysis and confirmatory factor analysis (CFA) was used to examine the structure of LMX, leadership behaviors, and culture of fear factors. Then structural equation modeling (SEM) was used to determine how cultures of fear perceptions affect LMX relationships between faculty and students and students perceptions of the nature of leadership.



Confirmatory Factor Analysis (CFA) Goodness of Fit Result

	Default Model			
	SRMR	TLI	CFI	RMSEA
LMX	.0424	.966	.976	.040
Leadership	---	.957	.965	.023
Culture of Fear	.0789	.890	.918	.067

Structural Equation Modeling (SEM)

Default Model				
SRMR	TLI	CFI	RMSEA	ECVI
.592	.901	.913	.036	4.011

Standardized Direct and Indirect Effects

		Direct	Indirect	Total
Fear-Force	LMX-Loyalty	1.499		1.499
	LMX-Affect	1.387		1.387
	LMX-Professional-Respect	0.931		0.931
	Leadership-Non-explicit	-4.580	4.227	-0.353
	Leadership-Irritable	-3.040	2.734	-0.306
	Leadership-Autocratic	-2.696	2.769	0.073
Fear-Fiction	Leadership-Charismatic I	1.849	-1.689	0.161
	Leadership-Charismatic II	2.269	-2.191	0.078
	LMX-Loyalty	-3.954		-3.954
	LMX-Affect	-3.949		-3.949
	LMX-Professional-Respect	-3.121		-3.121
	Leadership-Non-explicit	12.64	-11.591	1.049
Fear-Fealty/Finance	Leadership-Irritable	8.561	-7.686	0.875
	Leadership-Autocratic	7.303	-7.536	-0.233
	Leadership-Charismatic I	-4.608	4.454	-0.154
	Leadership-Charismatic II	-5.852	5.779	-0.073
	LMX-Loyalty	2.802		2.802
	LMX-Affect	2.969		2.969
LMX-Professional Respect	LMX-Professional-Respect	2.515		2.515
	Leadership-Non-explicit	-9.290	8.472	-0.818
	Leadership-Irritable	-6.537	5.696	-0.841
	Leadership-Autocratic	-5.586	5.446	-0.140
	Leadership-Charismatic I	3.355	-3.156	0.199
	Leadership-Charismatic II	4.179	-4.094	0.084
LMX-Loyalty	Leadership-Irritable	0.323		0.323
	Leadership-Autocratic	0.350		0.350
LMX-Affect	Leadership-Non-explicit	1.411		1.411
	Leadership-Irritable	0.798		0.798
LMX-Professional Respect	Leadership-Autocratic	1.630		1.630
	Leadership-Charismatic I	-1.126		-1.126
LMX-Affect	Leadership-Charismatic II	-1.461		-1.461
	Leadership-Non-explicit	1.522		1.522
LMX-Loyalty	Leadership-Irritable	0.892		0.892

Finding

According to the confirmatory factory analysis:

- LMX relationship between faculties and students is classified into three factors: professional respect, affect, and loyalty.
- Culture of fear were based on readings from the literature; they have classified into three factors: fiction, force, and fealty-finance.
- Leadership items grouped into 6 factors: Charismatic I, Charismatic II, Autocratic, Malevolent, Team Oriented, and Self Protective.

According to the Structural equation modeling analysis:

- Culture of fear affects all LMX and 5 Leadership factors.
- LMX affects 5 Leadership factors.
- The leadership factor not affected, interestingly, is Malevolent.

References

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