



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 10

Contingency Model and Path-Goal Theory

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 - Identify your Leadership Style
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Image Source: <https://www.istockphoto.com/search/2/image?mediatype=illustration&phrase=puzzle+bridge>

Fiedler's Contingency Model

- The contingency model recognizes that leaders have these general behavioral tendencies and specifies situations where certain leaders (or behavioral outlooks) may be more effective than others. Fiedler's contingency model of leadership is probably the earliest and most well-known contingency theory.
- The model was created by **Fred Edward Fiedler** which published in the book “**Management and Organizational Behavior Classics**” in **1993** (Fiedler, 1993).



Fred Edward Fiedler

Image Source: <https://www.toolshero.com/toolsheroes/fred-fiedler/>

Fiedler's Contingency Model

- Fiedler's Contingency Model relies on a blend of two forces:
 - ❖ Leadership style method
 - ❖ Situational favorability
- Fiedler's Contingency Model is **different from Situational Leadership Theory** which maintains that leaders who correctly base their behaviors on follower maturity will be more effective.
- Whereas the contingency model suggests that leader effectiveness is primarily determined by **selecting the right kind of leader for a certain situation** or changing the situation to fit the particular leader's style.

(Hughes, Ginnett, & Curphy, 2015)

Steps to use Fiedler's Contingency Model

Identify your Leadership Style



Identify the Situation



Determine the most effective leadership Style

Identify your Leadership Style

- Fiedler believed that leadership style is fixed and to determine leader's general style or tendency, he developed an instrument called the **least preferred co-worker (LPC) scale**.
- The scale instructs a leader to think of the single individual with whom he has had the greatest difficulty working (that is, the least preferred co-worker) and then to describe that individual in terms of a series of bipolar adjectives (such as friendly–unfriendly, boring–interesting, and sincere–insincere) using **8 point semantic differential scale**.
- Based on their LPC scores, leaders are categorized into two groups:
 - Low-LPC leaders & High-LPC leaders.



Identify your Leadership Style (Cont.)

- In terms of their motivation hierarchy, **low-LPC** leaders are motivated **primarily by the task**, whereas **high-LPC** leaders are motivated **primarily by establishing and maintaining close interpersonal relationships**.



Figure – Motivational Hierarchies for Low- and High-LPC Leaders

- Therefore, these are also called as Task Oriented Leaders and Relationship Oriented Leaders.

Image Source: (Hughes, Ginnett, & Curphy, 2015)

Situational Favorability

- The second aspect in the contingency model is situational favorability, which is the amount of control the leader has over the followers.
- Fiedler included three sub elements in situation favorability. These were **leader–member relations, task structure, and position power**.
- **Leader–member relations** are the most powerful of the three sub-elements in determining overall situation favorability. They involve the extent to which relationships between the leader and followers are generally cooperative and friendly or antagonistic and difficult. Leaders who rate leader–member relations as high feel they have the support of their followers and can rely on their loyalty.

(Hughes, Ginnett, & Curphy, 2015)

Situational Favorability

- **Task structure** is second in potency in determining overall situation favorability. Here the leader objectively determines task structure by assessing whether there are detailed descriptions of work products, standard operating procedures, or objective indicators of how well the task is being accomplished. The more one can answer these questions affirmatively, the higher the structure of the task.
- **Position power** is the weakest of the three elements of situational favorability. Leaders who have titles of authority or rank, the authority to administer rewards and punishments, and the legitimacy to conduct follower performance appraisals have greater position power than leaders who lack them.

Situational Favorability

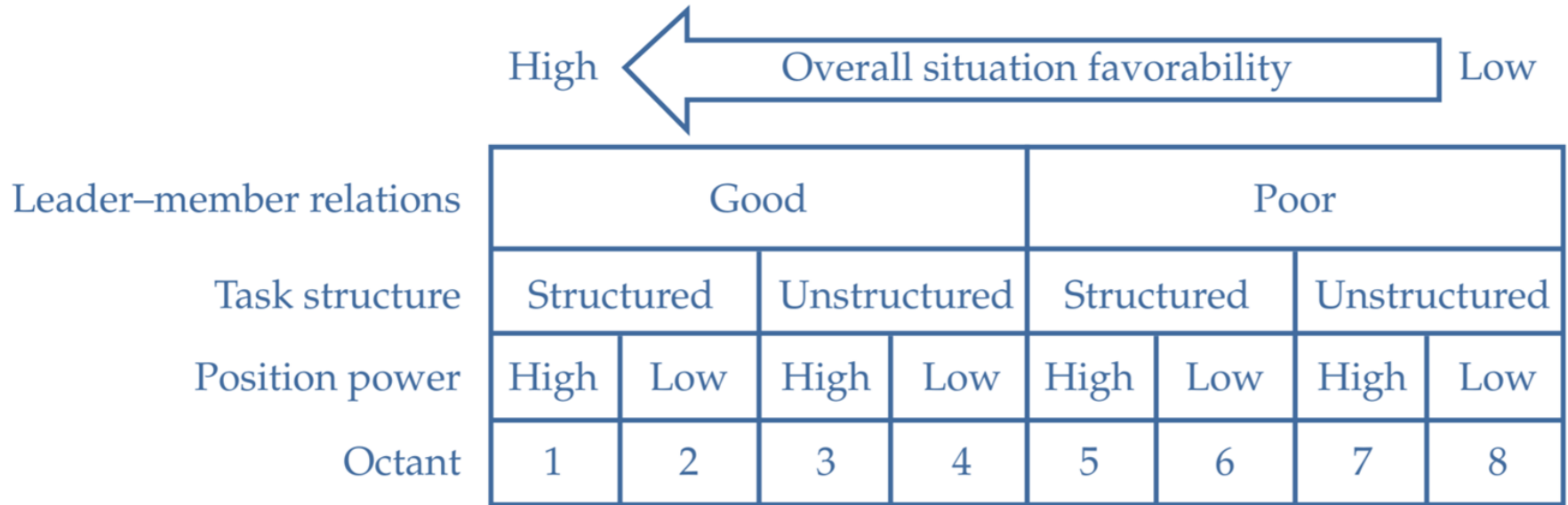


Figure – Contingency Model Octant Structure for Determining Situational Favorability

Image Source: (Hughes, Ginnett, & Curphy, 2015)

Leadership Effectiveness

- **“Leadership effectiveness depends on both the leader’s style and the favorableness of the leadership situation”.**
- (Fiedler, 1995)
- Some leaders are better than others in some situations but less effective in other situations.
- To understand contingency theory, therefore, we need to look first at the critical characteristics of the leader and then at the critical aspects of the situation

Leadership Effectiveness

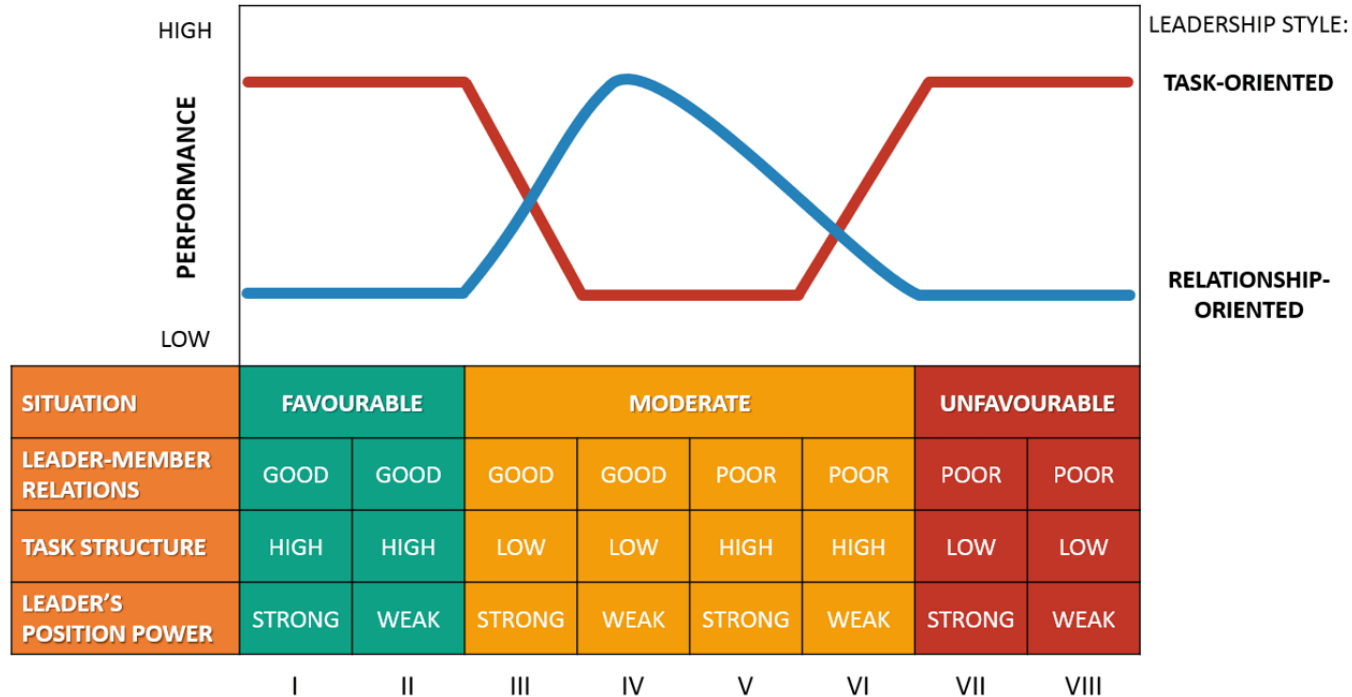


Figure – Leader Effectiveness Based on the Contingency between Leader LPC Score and Situation Favorability

Image Source: <https://www.business-to-you.com/fiedler-contingency-model/>

Path-Goal Theory

- Path–goal theory discusses **how leaders motivate followers** to accomplish goals by enhancing follower performance and follower satisfaction through focusing on follower motivation and the nature of the work tasks.
- This theory assumes that the effective leader will provide or ensure the availability of valued **rewards for followers (the goal)** and then help them find the **best way of getting there (the path)**.
- Along the way, the effective leader will help the followers identify and **remove roadblocks** and avoid dead ends; the leader will also provide **emotional support** as needed.



Image Source: (Northouse, 2019)

Path-Goal Theory (Cont.)

- Path-goal theory is designed to explain how leaders can help followers along the path to their goals by selecting specific behaviors that are best suited to followers' needs and to the situation in which followers are working. By choosing the appropriate behaviors, leaders increase followers' expectations for success and satisfaction.
- The leader's actions should strengthen followers' beliefs that if they exert a certain level of effort, they will be more likely to accomplish a task, and if they accomplish the task, they will be more likely to achieve some valued outcome.

Leader Behaviour in Path-Goal Theory

- **Directive leadership** : These behaviour include telling the followers what they are expected to do, how to do it, when it is to be done, and how their work fits in with the work of others. It would also include setting schedules, establishing norms, and providing expectations that followers will adhere to established procedure and regulations.
- **Supportive leadership** : Supportive leadership behaviors include having courteous and friendly interactions, expressing genuine concern for the followers' well-being and individual needs, and remaining open and approachable to followers. These behaviors also are marked by attention to the competing demands of treating followers equally while recognizing status differentials between the leader and the followers.

Leader Behaviour in Path-Goal Theory

- **Participative leadership** : Participative leaders engage in the behaviors that mark the consultative and group behaviors described by Vroom and Yetton. As such, they tend to share work problems with followers; solicit their suggestions, concerns, and recommendations; and weigh these inputs in the decision-making process.
- **Achievement-oriented leadership** : Leaders exhibiting these behaviors would be seen as both demanding and supporting in interactions with their followers. First, they would set challenging goals for group and follower behavior, continually seek ways to improve performance, and expect the followers to always perform at their highest.

Followers Characteristics in Path-Goal Theory

Path Goal Theory identifies two types of follower characteristics that determine how leader's behaviour is interpreted by the followers in given work context.

- **Follower's Satisfaction**
 - **Follower's Locus of Control** (Desires for Control)
 - **Need for Affiliation**
 - **Preferences of Structure**
- **Follower's Perception of their Own Skills**

The Situational Factors in Path-Goal Theory

Path Goal Theory consists three situational factors :

- **Task**
- **Formal Authority System**
- **Primary Work Group**

Each of these three factors can influence the leadership situation in one of three ways, As:

- **Independent Motivational Factor**
- **Constraint on the Behavior of Followers (which may be either positive or negative in outcome)**
- **Reward.**

Case Study: Direction for Some, Support for Others

- Daniel Shivitz is the manager of a small business called The Copy Center, which is located near a large university.
- The Copy Center employs about 18 people, most of whom work part-time while going to school full-time. The store caters to the university community by specializing in course packs, but it also provides desktop publishing and standard copying services. It has three large, state-of-the-art copy machines and several computer workstations.



Image Source: <https://copycentersp.com/>

Case Study (Cont.)

- There are two other national chain copy stores in the immediate vicinity of The Copy Center, yet this store does more business than both of the other stores combined. A major factor contributing to the success of this store is **Daniel's leadership style**.
- One of the things that stands out about Daniel is the way he works with his part-time staff. Most of them are students, who have to schedule their work hours around their class schedules, and Daniel has a reputation for being really **helpful with working out schedule conflicts**.
- Daniel is always willing to juggle schedules to meet the needs of everyone. Students talk about how much **they feel included** as if Daniel makes the store like a second family for them.

Case Study (Cont.)

- Work at The Copy Center divides itself into two main areas: **duplicating services** and **desktop publishing**. In both areas, Daniel's leadership is effective.
- **Duplicating is a straightforward operation** that entails taking a customer's originals and making copies of them. Because this job is tedious, Daniel goes out of his way to help the staff make it tolerable.
- He promotes a **friendly work atmosphere** by doing such things as letting the staff wear casual attire. Daniel spends a lot of time each day conversing informally with each employee; he also welcomes staff talking with each other. He has a ability for making each worker feel significant even when the work is insignificant.



Case Study (Cont.)

- The **desktop publishing area is more complex** than duplicating. It involves creating business forms, advertising pieces, and résumés for customers. Desktop publishing area requires skills in writing, editing, design, and layout.
- It is challenging work because it is not always easy to satisfy customers' needs. Most of the employees in this area are **full-time workers**.
- Through the years, Daniel has found that employees who work best in desktop publishing are very different from those who work in duplicating. They are usually quite **independent, self-assured, and self-motivated**. In supervising them, Daniel **gives them a lot of space**, is available when they need help, but otherwise leaves them alone.

Case Study (Cont.)

- Daniel likes the **role of being the resource person** for these employees. For example, if an employee is having difficulty on a customer's project, he **willingly joins the employee in troubleshooting** the problem. Similarly, if one of the staff is having problems with a software program, Daniel is quick to **offer his technical expertise**.
- Because the employees in desktop publishing are self-directed, Daniel spends far less time with them than with those who work in duplicating.
- Overall, **Daniel feels successful** with his leadership at The Copy Center. Profits for the store continue to grow each year, and its reputation for high-quality service is widespread

Case Study (Cont.)

- Q1)** According to path–goal theory, why is Daniel an effective leader?
- Q2)** How does his leadership style affect the motivation of employees at The Copy Center?
- Q3)** How do characteristics of the task and the followers influence Daniel's leadership?
- Q4)** One of the principles of path–goal theory is to make the end goal valuable to workers. What could Daniel do to improve follower motivation in this area?

Research Paper

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Purpose

This paper aims to assess the importance of maximizing resources in an institution to promote knowledge management (KM) practices, namely, leadership, information technology (IT) and KM. The relationship among them was analyzed. Previous studies' relating aspects of KM were concerned about the industry; however, the academic institution has not received much attention. Therefore, to address this in an academic setting, the authors developed research model by focusing on an academic institution.

A theoretical and empirical validation of information technology and path-goal leadership on knowledge creation in university

Leaders support and social media trend

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Design/methodology/approach

The authors used structural equation modelling to check the research prototype with a sample of 160 respondents. The respondents were heads of departments, lecturers and general employees. In addition, the authors used SPSS to measure demographic, non-response bias and generate descriptive statistics.

Findings

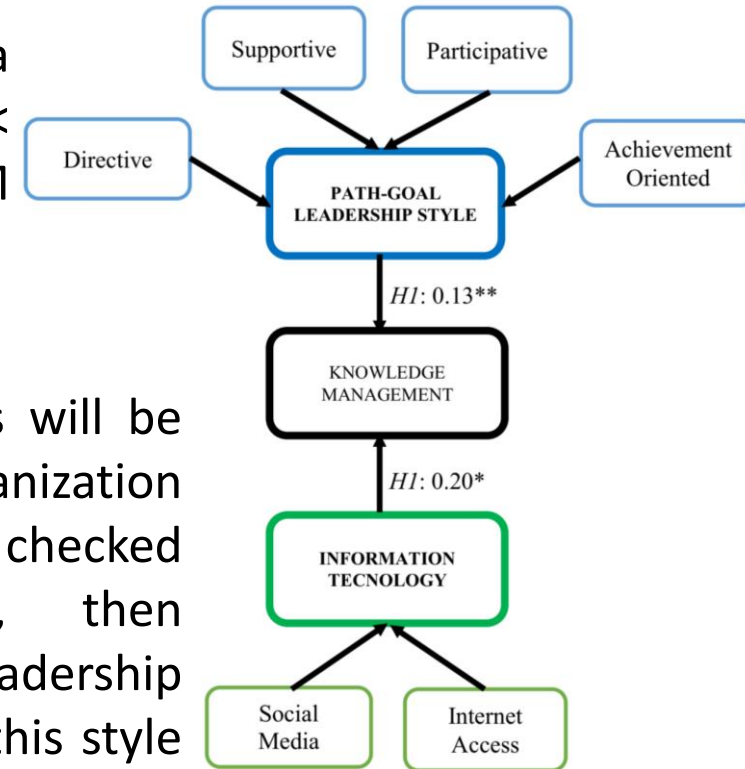
The findings of this research show that the leadership style with path goal theory and IT are elements that support KM program in university setting. The results of hypothesis are displayed in Figure 2, including examining factors that influence of path goal theory, technology and KM program.

Findings (Cont.)

On the other hand, path goal theory had a positive influence on KM program ($c = 0.13$, $p < 0.05$), and IT had a positive influence on KM program ($c = 0.20$, $p < 0.05$).

Research limitations

Finally, the authors are not to claim that this will be suitable in many academic institutions and organization types. In this study, the authors tested or checked existing leadership style in university, then suggest/explain to University what style of leadership currently they have and suggest to them how this style may support knowledge sharing practice in University



Research limitations (Cont.)

While the strength of this study provides an opportunity to explore the KM program of an academic institution, limitations do exist above. Therefore, this statement needs to be investigated and validated further.

Practical implications

The findings of this research may help companies and workers to initiate sharing knowledge or to encourage knowledge sharing in University. In addition, managerial staffs/officers are supposed to make standardization or regulation to encourage workers' participation for transferring their knowledge. In this aspect, company needs create such as training or formal/informal meeting to make their workers more confidence to communicate each other.

Book Recommendation

New Approaches to Effective Leadership: Cognitive Resources and Organizational Performance

Authors : Fred E. Fiedler, Joseph E. Gareia
Publisher: 1987 ©by John Wiley and Sons
Language: English
Paperback: 240 Pages
ISBN-10 : 0471874566
ISBN-13 : 978-0-47-187456-0

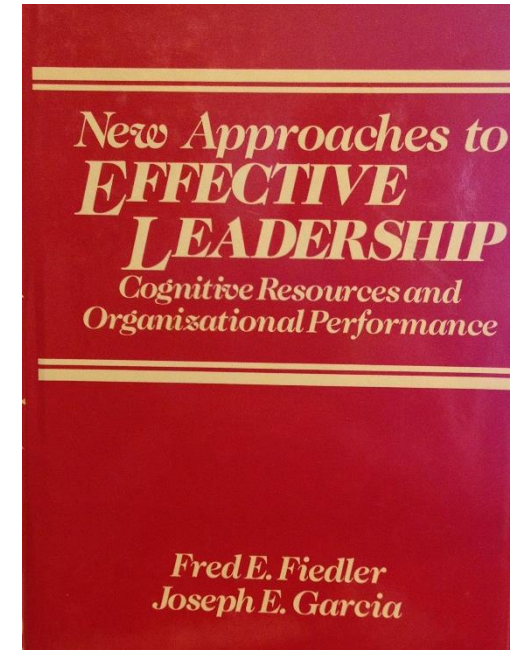


Image Source: <https://www.amazon.in/Fiedler-Approaches-Effective-Leadership-Cognitive/dp/0471874566>

Book Recommendation

- This book presents a new theory of leadership and management.
- It provides a clearer understanding of why leaders are effective, the specific characteristics of a good leader, and how to increase effectiveness of leaders and their organizations.
- It incorporates such elements as the leader's personality, situational factors and stress, leader behavior, and the cognitive resource variables of intelligence, technical knowledge and skills and experience.

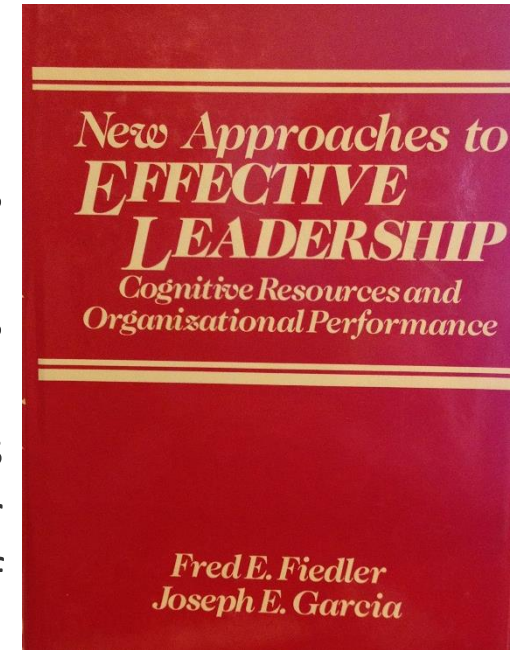


Image Source: <https://www.amazon.in/Fiedler-Approaches-Effective-Leadership-Cognitive/dp/0471874566>

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Thank You

