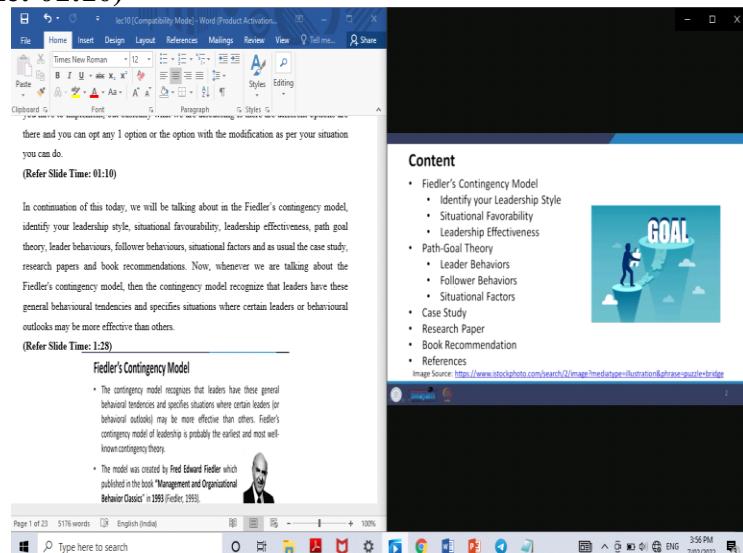


Leadership and Team Effectiveness
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Lecture - 10
Contingency Model and Path-Goal Theory

In these leadership theories, we had talked about the leader-member exchange theory then we had talked about the AOR model also. In continuation of these different theories and models as I have already mentioned earlier also that is you have to find out whether the which one is the becoming the more and more appropriate in a given situation with your organization that you have to implement, but basically what we are discussing is there are different options are there and you can opt any 1 option or the option with the modification as per your situation you can do.

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The screenshot shows a Microsoft Word document window. The title bar says 'Lec10 [Compatibility Mode] - Word [Product Activation...]' and the menu bar includes File, Home, Insert, Design, Layout, References, Mailings, Review, View, and Tell me...'. The main content area contains the following text:

there and you can opt any 1 option or the option with the modification as per your situation you can do.
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In continuation of this today, we will be talking about in the Fiedler's contingency model, identify your leadership style, situational favourability, leadership effectiveness, path goal theory, leader behaviours, follower behaviours, situational factors and as usual the case study, research papers and book recommendations. Now, whenever we are talking about the Fiedler's contingency model, then the contingency model recognize that leaders have these general behavioural tendencies and specifies situations where certain leaders or behavioural outlooks may be more effective than others.

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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).

On the right side of the slide, there is a small graphic of a person standing on a bridge made of puzzle pieces, with the word 'GOAL' written above them. Below the graphic is the text: 'Image Source: <http://www.istockphoto.com/search/2?image=mediapage+illustration+phrase+goal+bridge>'.

In continuation of this today, we will be talking about in Fiedler's contingency model, identifying your leadership style, situational favourability, leadership effectiveness, path-goal theory, leader behaviours, follower behaviours, situational factors and as usual the case study, research papers and book recommendations.

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- The model was created by **Fred Edward Fiedler** which published in the book "Management and Organizational Behavior Classics" in 1993 (Fiedler, 1993).

Image Source: <https://www.toolhero.com/toolheroes/fred-fiedler/>

Now, whenever we are talking about Fiedler's contingency model, then the contingency model recognizes that leaders have these general behavioural tendencies and specifies situations where certain leaders or behavioural outlooks may be more effective than others. Fiedler's contingency model of leadership is probably the earliest and most well-known contingency theory is there.

Now, here I would like to mention the certain your attention for these certain keywords. For example, this is a contingency model and this is a situation model it is there and then there in this case in specific situations that is you have to act accordingly, this is the beauty of this particular model. We had talked about Hershey's venture model last time, where the maturity level.

Unable and unwilling, unable and willing, able and unwilling, and able and willing are telling, selling participating in directing style of leadership that we have talked in the last time. In continuation of the beautiful model, this is another beautiful model. By Fred Edward Fiedler, which was published in the book Management and Organizational Behaviour Classics in 1993.

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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)

And this particular model, there are 2 forces, leadership style methods and the situational

And this particular model, they have 2 forces, leadership style methods and situational favourability is there. In spite, Fiddler's contingency model is different from situational leadership theory which mentions that leaders who correctly base their behaviours on follower maturity will be more effective. Now here, how it is different from the situation leadership theory? Leaders who correctly base their behaviours on follower maturity will be more effective.

Whereas the contingency model that is a situation leadership theory it is Hershey's venture theory and that has been talked about the follower's maturity. Now, whereas the contingency model suggest leader effectiveness is primarily determined by the selecting the right kind of leader. So, therefore, in that case here the leader was having the different leadership styles, here we are talking about the right kind of the leader for a certain situation.

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follower maturity will be more effective. Now here, how it is different from the situation leadership theory? Leaders who correctly base their behaviours on a follower maturity will be more effective. Whereas the contingency model, that is a situation leadership theory it is **Situational Leadership Theory** and has been talked about the **follower's** maturity. Now, whereas the contingency model suggested leader effectiveness is primarily determined by the selecting the right kind of leader. So, therefore, in that case here the leader was having the different leadership styles, here we are talking about the right kind of the leader for a certain situation.

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So, there is a particular situation who will be the right leader? So, in the survey, identify your leadership style, identify the situation and determine the most effective leadership style.

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Steps to use Fiedler's Contingency Model

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graph TD
    A[Identify your Leadership Style] --> B[Identify the Situation]
    B --> C[Determine the most effective leadership Style]
  
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So, there in a particular situation who will be the right leader? So, in the survey, identify your leadership style, identify the situation and determine the most effective leadership style.

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The screenshot shows a Microsoft Word document window. The document contains text about leadership styles, specifically Fiedler's least preferred co-worker (LPC) scale. The text discusses how leaders are categorized into two groups based on their LPC scores. A section titled 'Identify your Leadership Style' provides a summary of the LPC scale, mentioning its purpose and the bipolar adjectives used. The Windows taskbar at the bottom shows various open applications like File Explorer, Edge, and Mail.

Fiedler believed that leadership style is fixed and to determine leaders' general style a tendency, he developed an instrument called the least preferred co-worker that is the LPC. Who is the least preferred co-worker? The scale instructs a leader to think of the single individual with whom he has had the greatest difficulty working. Now, you see there are the number of subordinates are there or you can say followers are there and then as a leader you tune up with them with the different functions and styles and interactions.

Then slowly and slowly you find that is the you are comfortable with some of the followers and you are uncomfortable with some of the followers. So, leadership style and the follower's maturity or follower's style of working is not matching. And that will be the least preferred co-worker. And in the case of the least preferred co-worker; then to describe that individual in terms of a series of bipolar adjectives such as friendly-unfriendly, or the boring or interesting and the sincere and insincere.

So, this perception is developed by the leader as soon as when he is having the interaction and therefore, on basis of this interaction what is coming out is difficult working. These difficult working which is creating the sincere and insincere. So, of course, these are also the examples have been given friendly and unfriendly and boring and interesting, but as far as my opinion is concerned, I will share my experience that is the upto certain extent friendly unfriendly is.

But basically, we are talking about the superior subordinate relationship leader follower relationship. So, leader follower relationship is friendly, however, we say that is my behaviour is friendly, but do not treat me as a friend, I am your boss. And the boring and interesting is not the question according to me, because the job has to be done and we are the organizational employees.

So, what is the boring in what is interesting it is a very, very personalized opinion the job is to be done, whether it is boring or it is interesting the leader has to get work done. So, I discard this boring-interesting to find out the least preferred or co-worker. Rather than this is becoming the most important dimension which I will would be as personally means, my comment is this and this will become for me while analysing. Suppose somebody it is an 8-point semantic differential scale is there.

So, if you are using the scale so, maybe unfriendly little bit and some maybe boring little bit, but if he is the insincere even little bit then that will be big problem for me. So, therefore, in that case, near the what, least preferred co-worker is a person is insincere, then it will be difficult for some leaders to our consensus, but of course, it will depend on personality to personality, there might be certain leaders those who will be looking more towards the friendly.

Because the friendly behaviour with the subordinate that is also creating the ease of work. So, that might be the priority is there. So, based on their least preferred co-worker score, leaders are categorized into 2 groups, low least preferred co-worker leaders and the high least preferred co-worker leaders are there.

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In the case, terms of their motivation hierarchy, low least preferred co-workers' leaders are motivated primarily by the task. So, work is important the job is to be done. What is required is the ultimately delivery of the job is very, very important. Therefore, it is the leaders are motivated primarily by the task. Whereas the high least preferred co-worker leaders are motivated primarily by establishing and maintaining the close interpersonal relationships. So, it will be the task oriented and it will be the people oriented are there.

So, low least preferred co-workers' leader motivational hierarchy will be like this, that is the task and the people because they are motivated primarily by the task. High least preferred co-worker leader motivational hierarchy here the people are concerned. So, the pyramid will come like this and here, the people are the having the priorities because of the close interpersonal relationships are there.

Therefore, these are also called as the task-oriented leaders and relationship-oriented leaders are there. So least preferred co-workers are motivated by the task or by the people's interpersonal relationship is there. Now here, we have to also see that is whenever we are talking about this task oriented and the relationship-oriented leadership then how the situation is developed.

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The second aspect in the contingency model is situational favourability, which is the amount of control the leader has over the followers means one side the leadership side, task oriented and relationship oriented. And another side is the situational favourability. Fiedler included 3 sub elements in situation favourability. These were leader member relations, task structure and positioning power. So these were the 3 dimensions are there. The leader member relations are the most powerful of the 3 sub elements in determining overall situation favourability. They involve the extent to which relationships between the leader and followers are generally cooperative, and friendly are antagonistic and difficult are there. So, therefore, it becomes very, very important, that is whatever the relationship is developed between the leader and followers, they are generally that has to be cooperative and friendly.

Situational Favorability

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- 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)

The second aspect in the contingency model is situational favourability, which is the amount of control the leader has over the followers means one side the leadership stand, task oriented and relationship oriented. And another side is the situational favourability. Fiedler included 3 sub elements in situation favourability. These were leader member relations, task structure and positioning power.

So these were the 3 dimensions are there. The leader member relations are the most powerful of the 3 sub elements in determining overall situation favourability. They involve the extent to which relationships between the leader and followers are generally cooperative, and friendly are antagonistic and difficult are there. So, therefore, it becomes very, very important, that is whatever the relationship is developed between the leader and followers, they are generally that has to be cooperative and friendly.

Or if it is not, then definitely another chance of that particular relationship will be leader-member relationship will be that is the antagonistic and difficult. Leaders who rate leader-member relations is highly feel, they have the support of their followers and can rely on their loyalty is there. Second is the task oriented and third is the positioning power.

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Leaders who rate leader-member relations as highly positive feel they have the support of their followers and can rely on their loyalty. Second is the task oriented and third is the positioning power.

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Now the task structure, the task structure is second in potency in determining overall situation favourability what type of the task is there. So, exactly what is analysed? Here the leader objectively determined the task structure by assessing whether there are detailed descriptions of the work products means.

You see that is the competency of the follower by doing a particular task that is the detailed structure of this your products, standard operating procedures, SOPs are objective indicators of how well the task is being accomplished.

Now the task structure, the task structure is second in potency in determining overall situation favourability what type of the task is there. So, exactly what is analysed? Here the leader objectively determined the task structure by assessing whether there are detailed descriptions of the work products means. You see that is the competency of the follower by doing a particular task that is the detailed structure of this your products, standard operating procedures, SOPs are objective indicators of how well the task is being accomplished.

So, here we are talking about the quality of the task and therefore, in that case, if the detailed description of the work product is given standard operating procedure SOP is given or the objective indicators, their task is being accomplished, then definitely in that case, you will find that is the task structure becomes the important. The more one can answer these questions affirmatively, the higher the structure of the task. And when, it is with the questions are not that much affirmatively it will be having the low structure of the task.

So, there will be the high structure of the task and there will be the low structure of the task, there will be the good relationship, there will be the poor relationship. Third dimension is a position power so, position power is the weakest of the 3 elements of situational favourability. Leaders who have authority or rank the authority to administer rewards and punishments. This is very motivational factor, what leader will give us?

You see whenever we talk about the influence of behaviour, so, there is one dimension that is the Return on Investments, ROI and Return on Investment is that, whatever I am doing, what I will get in return? And therefore, it is about the need to administer the rewards and

punishments whether the leader is competent enough for the rewards. Then definitely in that case, the leader will be having the more of positive power.

But when they will be the punishments will be there then even because of the fear the follower will be having the step of the fear and he will follow the leader. The legitimacy to conduct follower performance appraisals of greater position power, then leaders who lead them, so, definitely in that case, those who are having the power of the reward and punishment. So, this step of the leaders they will be having the high position and they will be having the low position in those who are lacking into the giving the rewards and punishment both if the leader is not having that power, then his position and power will be weak.

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The screenshot shows a Microsoft Word document with a slide titled "Situational Favorability". The slide contains a 2x2 matrix diagram with arrows indicating "High" and "Low" favorability levels. The columns are labeled "Good" and "Poor", and the rows are labeled "Structured" and "Unstructured" for Task structure, and "High" and "Low" for Position power. The matrix is divided into four quadrants labeled 1 through 8. A legend at the top right indicates "High" favorability pointing left and "Low" favorability pointing right. Below the matrix, the caption reads "Figure - Contingency Model Octant Structure for Determining Situational Favorability" and "Image Source: (Huges, Ginnett, & Curphy, 2015)".

So, here is the member relationship that is the good and here it is the low is there even task structure is there it is structured, unstructured, and it was structured and unstructured is there, positional power will be high low, high low, high low and high low is there. So, therefore, in this octant figure a contingency model octant structure for determining the situational favourability will be there.

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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.

So, leadership effectiveness depends on both the leader's style and the favourableness of the leadership situation. Now, some leaders are better than others in some situations, but less effective in other situations are there. 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 is there.

It is very, very interesting you see. So, therefore, this is becoming the task oriented. This blue this is relationship. Now, the situation is situation number 1, it is given 234567 and 8 suggestion number one leader member relations that is good. The task structure is high and positional power is strong. So whenever we are talking about this particular relationship situation number 1, what type of these leadership is preferred? Yes, you are right this is Task Oriented is *prefer*. This is a performance.

So, performance is high here, performance is low here, this is low this is high. Similarly, whenever we are talking about the relationship is there. So, this is the favourable, this is the unfavourable. So this is a favourable situation this is the unfavourable.

So, leadership effectiveness depends on both the leader's style and the favourableness of the leadership situation. Now, some leaders are better than others in some situations, but less effective in other situations are there. 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 is there.

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frends, so, therefore, please understand that is the accept this particular zone. You are supposed to be the task oriented.

And, in this zone, you are supposed to be relationship oriented according to the situation and this is the wonderful model which Fiedler has given and therefore, we find that is on the basis of this particular task or relation with the members and the position power. This theory model will be working. Another theory model, that is a Path-Goal Theory.

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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.

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.

SITUATION	FAVOURABLE			MODERATE			UNFAVOURABLE			
	LEADER MEMBER RELATIONS	HIGH	MEDIUM	LOW	HIGH	MEDIUM	LOW	HIGH	MEDIUM	LOW
task structure	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK
leader's power	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK

Figure – Leader Effectiveness Based on the Contingency between Leader LPC Score and Situation Favorability
Image Source: <http://www.business-to-you.com/fiedler-contingency-model/>

Now here this is Fiedler model, it is very, very interesting you see. Now this red so, therefore, this is becoming the task oriented this blue this is relationship. Now, the situation is, situation number 1, this first 1, 2 it is given 2, 3, 4, 5, 6, 7 and 8 suggestion number 1 leader member relations that is good. The task structure is high and positional power is strong. So whenever we are talking about this particular situation number 1, what type of this leadership is preferred?

Yes, you are right this is task oriented is preferred this is a performance. So, performance is high here, performance is low here, this is low this is high. Similarly, whenever we are talking about the relationship is there. So, this is the favourable, this is moderate, this is unfavourable. So, this is a favourable situation this is the performance is high when you are having the good relations high task structure leaders positioning power strong.

I had a question for assignment for you. Why Fiedler has preferred these tasks oriented for high performance? Why relationship is not there? Because relations are good. So, he could have suggested this blue line also for the high performance but he is advised which type leadership will work. Task oriented leadership style will work, why? So, the reason is the everything is favourable.

Your relations are good, your task structure is high, your positional power is strong and as a result of which, this time you should not be idle. This is a time when the “Make Hay While the Sun Shines”. So, this is the most favorable situation and you should be task-oriented leader. So, whatever it means? Whatever the goals or objectives you will decide, people will follow they will give the results and organizational effectiveness this performance will be high.

But I will like to give you one warning here, that is the in the case you go relationship oriented because everything is favorable. So, do not be come into the comfortable zone. This is not the time for the comfortable zone you are supposed to be very prompt in action and that is a task oriented and then you see where you take your organization you will take your organization to a very high level your effectiveness will be maximum.

Interestingly, when we come to the situation number 8, I would like to come to situation number 8 it is leader member relationship is poor, task structure is low position and power is weak. Whatever leadership is suggested by the Fiedler, here also the task oriented is suggested. Now, situation number 1 and situation number 8. Here also it was the high, here also it means task oriented. However, the situation 1 is very favorable suggestion number 8 is totally unfavourable.

So, what is the reason? The reason is this that is the whenever we are talking about the totally unfavourable situation. It is only you are to get involved in your job, come on time, do your

job and leave the workplace nothing else. Because relationship is poor you need not get entangled into the unnecessary problems and therefore, in that case, it is the situation number 8 is becoming very, very important.

However, when you come from situation number 8 to situation number 5. Here what type of relationship is suggested? Relationship oriented is suggested. So, therefore, in that case, you will find that is the whenever you are talking about this particular situation number 5 relationship oriented. Why? Because what is the situation? Relationship is poor, task structure is high, position power is strong but the leadership is the poor question mark. So, what you can do to be effective leader? You develop the relationship.

Keep a good relationship with your subordinates, your followers try to understand them because the task is high, position power is strong and then if you develop that relationship, so, what will happen when you will convert these poor into good where you will reach? You will reach to the situation number 5 to situation number 1. Because you are writing here good, writing means you are developing the good relationship.

So, it is good, it is high it is strong, it is good it is high it is strong. So, very important for leaders to understand is most favorable situation task oriented, the least preferred situation poor, low and weak again task oriented but definitely understanding of task is different and when you are having the situation number 5, where the moderate situation is there. So, develop the good relationship and when you will develop the good relationship you will be having the favourable conditions such as number 1 and it is a golden time of your career.

So, therefore, what I will suggest is you understand the situation, how is your relationship with your boss subordinate? What type of the department or section you are working or what is your position can you give out rewards and punishment or not? If you cannot give the rewards and punishment who will listen to you? Nobody will listen to you so, then that time it is okay fine. So, our task structure is what?

The task structure is low or maybe task structure is you can take the situation I would like to take the situation number 6 here the task structure is high, but position power is weak because we are not able to give this. So, in spite of the poor, you go for the good. So, therefore, it will be a situation number will be which one? When your position power is weak, your task

structure is high and then you develop the good relationship. So, here you will come what type of leadership?

Task oriented. Again, task oriented is there and dear friends, so, therefore, please understand that is the accept this particular zone. You are supposed to be the task oriented. And, in this zone, you are supposed to be relationship oriented according to the situation and this is the wonderful model which Fiedler has given and therefore, we find that is on the basis of this particular task or relation with the members and the position power this theory model will be working.

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The screenshot shows a Microsoft Word document with a slide titled "Path-Goal Theory". The slide content includes:

- 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.

Below this text is a diagram titled "Path-Goal Leadership" showing a flow from "Defining goals" to "Identifying obstacles" to "Clarify the path" to "Providing support".

Image Source: (Norhouse, 2019)

Another theory model that is a Path-Goal theory. Path-Goal theory discusses how leaders motivate followers to accomplish goals by enhancing follower performance and followers' satisfaction. Now, here you can see this is a path follower follows the path and achieves the goal. So, what the leader does? The leader defines the goals. That is where he can do analysis of what he can decide the goal? The availability of valued rewards for followers. So, therefore, in that case, we help the followers identify and remove roadblocks. So, suppose here is the roadblock then the clarify the path here is the obstacle, he starts working on this and he is not able to reach here he comes down. So, therefore clarifies the path and remove the obstacles and as soon as he removes obstacles by providing the support, he again comes to the path and he achieves the goal.

So, therefore, in that case, we help the followers identify and remove roadblocks. So, suppose here is the roadblock then the clarify the path here is the obstacle, he starts working on this and he is not able to reach here he comes down. So, therefore clarifies the path and remove the obstacles and as soon as he removes obstacles by providing the support, he again comes to the path and he achieves the goal.

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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.

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So, therefore, in that case the Path-Goal theory leaders can help followers to identify their path by selecting specific behaviour to get to the followers and according to situations by working on this and they can get the appropriate behaviour is required. So, leader increases the follower's expectations for success and satisfaction. The leader's action should strengthen follower's 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 outcomes are there.

(Refer Slide Time: 24:00)

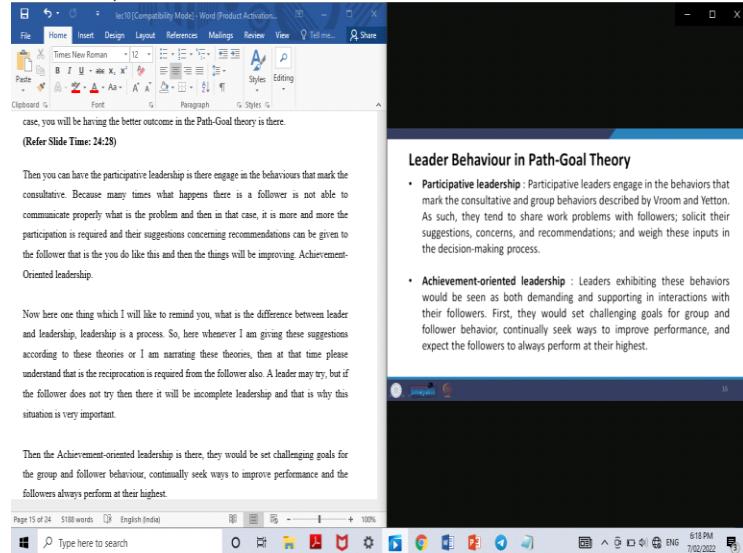
Leader Behaviour in Path-Goal Theory

- Participative leadership :** Participative leaders engage in behaviors that mark the consultative and group behaviors described by House and Lirtzman. 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 responsive in interactions with

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So, there are the different behaviour in the Path-Goal theory. One is a directive leadership that they are expected to do, how to do it when it is to be done and the supportive leadership is there, which is having the courteous and the friendly interactions expressing genuine concern for the follower's well-being it is always that nowadays you are talking about the well-being of the followers and when you are concerned with that, then definitely in that case, you will be having the better outcome in the Path-Goal theory is there.

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The screenshot shows a Microsoft Word document window. The text discusses the difference between leadership and leadership, noting that leadership is a process. It highlights that in participative leadership, followers are engaged in solving problems, while in achievement-oriented leadership, leaders set challenging goals and encourage followers to perform at their best.

Then you can have the participative leadership is there engage in the behaviours that mark the consultative. Because many times what happens that is a follower is not able to communicate properly what is the problem and then in that case, it is more and more the participation is required and their suggestions concern and recommendations can be given to the follower that is the you do like this and then the things will be improving. Achievement-Oriented leadership.

Now here one thing which I will like to remind you, what is the difference between leader and leadership, leadership is a process. So, here whenever I am giving these suggestions according to these theories or I am narrating these theories, then at that time please understand that is the reciprocation is required from the follower also. A leader may try, but if the follower does not try then there it will be incomplete leadership and that is why this situation is very important.

Then the Achievement-oriented leadership is there, they would be set challenging goals for the group and follower behaviour, continually seek ways to improve performance and the followers always perform at their highest.

Then you can have the participative leadership is there engage in the behaviours that mark the consultative. Because many times what happens that is a follower is not able to communicate properly what is the problem and then in that case, it is more and more the participation is required and their suggestions concern and recommendations can be given to the follower that is the you do like this and then the things will be improving.

Achievement-Oriented leadership now here one thing which I will like to remind you, what is the difference between leader and leadership? Leadership is a process. So, here whenever I am giving these suggestions according to these theories or I am narrating these theories then at that time please understand that is the reciprocation is required from the follower also. A leader may try.

But if the follower does not try then there it will be incomplete leadership and that is why this situation is very important. Then the achievement-oriented leadership is there, they would be set challenging goals for the group and follower behaviour, continually seek ways to improve performance and the followers always perform at their highest.

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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.

They get us in the Path Goal theory are followers Locus of Control. Locus means place of control, internal locus of control that is a self-belief, external locus of control belief into the external environmental factors need for affiliation, that is there is a need for the developing the relationship and maintaining the relationship and the preference of structure is there. So, how it has been interpreted by the follower is we in this context that is the whether the desire for control is there or not?

There is a relationship is not and preference of the structure is there is not and then followers' perception of their own skills. This is very, very important and what I was talking about there is unless and until you are the follower's perception of their own skill you are not concerned then definitely in that case, it will be very difficult to get the leadership complete.

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So, Path Goal theory consists 3 situational factor task, formal authority of system and primary work group, independent motivational factors, constant on the behaviour of the followers and the rewards are there.

(Refer Slide Time: 26:45)

The screenshot shows a Microsoft Word document titled "Case Study: Direction for Some, Support for Others". The text discusses Daniel Shavit's management of a small business called The Copy Center, located near a large university. It mentions that the store 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, desktop publishing, and standard copying services. It has three large, state-of-the-art copy machines and several computer workstations. An image of a building with a "COPY CENTER" sign is shown, along with a link to the website <http://copycenter.com>.

So, this is about the one case study, the manager of a small business called the copy centre near a large university and plays about 18 people, most of whom worked part time while going to school full time. The store caters to the university community by specialization in course packs, it also provides desktop publishing and standard copying that is a copy centre is there.

(Refer Slide Time: 26:56)

The screenshot shows a continuation of the Microsoft Word document. It reiterates that two other national chain copy stores in the immediate vicinity of The Copy Centre yet this store does more business than both of the other stores combined. A major factor contributing to the success of the store is that Daniels leadership style. What was the leadership style? That was the, whenever the students were approaching to Daniel, never thought the class schedules and detail has a reputation for being really helpful with working out or the schedule conflict.

So, therefore, entity if it is not like this, that I will work from this period to this period only. He was very cooperative and making the changes into the schedule according to the convenient of the followers, 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

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.

Two other national chain copy stores in in the immediate vicinity of the copy centre yet this store does the more business than both of the other stores combined. A major factor contributing to the success of the store is that Daniels leadership style. What was the leadership style? That was the, whenever the students were approaching to Daniel, for their

class studies and Daniel has a reputation for being really helpful with working out or the schedule conflict.

So, therefore entity if it is not like this, that I will work from this period to this period only. He was very cooperative and making the changes into the schedule according to the convenient of the followers, 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. So that is becoming the very comfortable situation is there. I would like to give the example here of my camera man, Mr. Pankaj.

So, therefore, we are having different classes timing and he is always very cooperative whether it is a Saturday or whether it is the morning or evening as per hour after our class schedules. So, he is very happy to adjust during the lunch time especially. Now because the most of the common time which comes out for the recording duties for me is the lunch time and he is always ready. So, therefore, this is a helpful with working out the schedule conflicts are there. So, it is not like this that is working hours are this and during lunchtime I will not be able to do so therefore less working hours are there it is not like this.

(Refer Slide Time: 28:31)

The screenshot shows a Microsoft Word document window. The title 'Case Study (Cont.)' is at the top. Below it is a bulleted list:

- 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.

At the bottom of the screen, the Windows taskbar is visible with icons for Start, Task View, File Explorer, Edge, and others. The system tray shows the date as 7/02/2022 and the time as 8:41 PM.

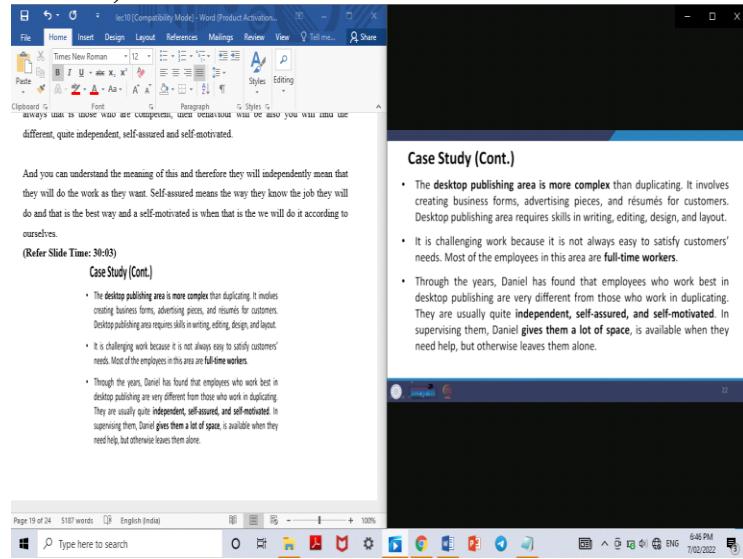
So, work at the copy centre divides itself into 2 main areas, duplicating services and desktop publishing. In both areas, leadership is effective. Duplicating is a straightforward preparation, taking a customer's original and making copies of them because this job is tedious. Daniel goes out of his way to help the staff make it tolerable because this is a more tedious job.

So, they but he is helping them a friendly work atmosphere by doing such thing as letting the staff we are casual attire, then Daniel spends a lot of time each day conversing informally with each employee, he also welcomes staff talking with each other, he has the ability for making each worker feel significant even when the work is insignificant is there. So that behaviour of the leader that when we can imagine from this case study the environment which he creates. In the desktop publishing area is more complex than duplicating.

It involves creating business forms advertising pieces and resumes. So therefore, it is challenging work is there. So satisfied customers most of the employees in this area are the full-time workers. Through the years, Daniel has found that the employees who work best in desktop publishing are very different from those who work in duplicating. Now, you see always that is those who are competent, their behaviour will be also you will find the different, quite independent, self-assured and self-motivated.

And you can understand the meaning of this and therefore they will mean that they will do the work as they want. Self-assured means the way they know the job they will do and that is the best way and a self-motivated is when that is the we will do it according to ourselves.

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So, in supervising them did not use them a lot of space. You also please understand the meaning of these leadership styles. So, therefore give the space for the competent people, because they want their own style to perform when they need help, but otherwise leave them alone, otherwise do not touch them.

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The screenshot shows a Microsoft Word document titled "Case Study (Cont.)". The text discusses Daniel's role as a resource person for employees, his willingness to troubleshoot problems, and his success as a leader at The Copy Center. It also mentions the growth of profits and the store's reputation for high-quality service.

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.

So, role of being the resource person for these employees, if an employee is having difficulty on a customer's project, the willingness joins the employee in troubleshooting the problem. So therefore, but you see, the competent persons can also have the problems. So then join them to solve the problem. If one of the staff is having problems with a software program, Daniel is quick to offer his technical expertise. So because the employees in desktop publishing are self-directed Daniel spends far less time with them than with those who work in duplicating.

So, role of being the resource person for these employees, if an employee is having difficulty on a customer's project, the willingness joins the employee in troubleshooting the problem. So therefore, but you see, the competent persons can also have the problems. So then join them to solve the problem. If one of the staff is having problems with a software program, Daniel is quick to offer his technical expertise.

So 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 centre, profits for the store continues to grow each year and it is the reputation for the high-quality services widespread is there.

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The screenshot shows a Microsoft Word document titled "Case Study (Cont.)" containing four questions related to Path Goal theory and Daniel's leadership:

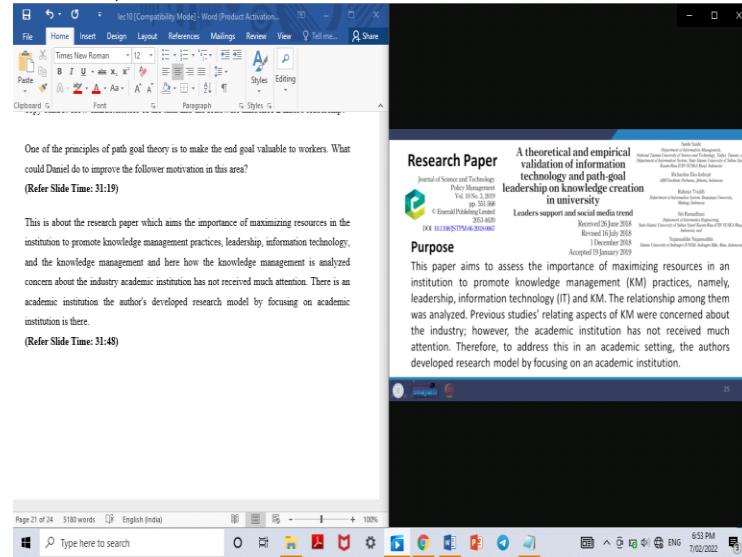
- Q1 According to path-goal theory, why is Daniel an effective leader?
- Q2 How does his leadership style affect the motivation of employees at The Copy Center?
- Q3 How do characteristics of the task and the followers influence Daniel's leadership?
- Q4 One of the principles of path-goal theory is to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

Research Paper
A theoretical and empirical validation of information technology and path-goal leadership on knowledge creation

So, these are the questions for you for the assignment to Path Goal theory Why is generally an effective leader? How does this leadership style affect the motivation of employees at the copy centre? How characteristics of the task and the followers influence Daniel's leadership?

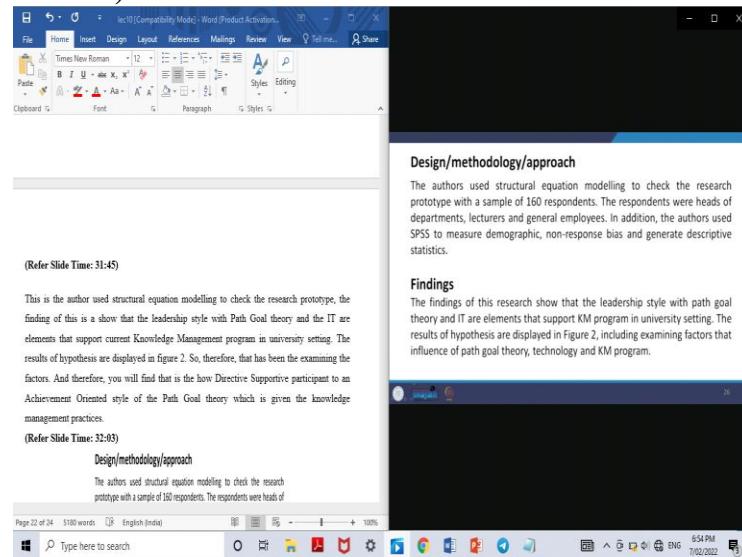
One of the principles of path goal theory is to make the end goal valuable to workers. What could Daniel do to improve the follower motivation in this area?

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This is about the research paper which aims the importance of maximizing resources in the institution to promote knowledge management practices, leadership, information technology, and the knowledge management and here how the knowledge management is analyzed concern about the industry academic institution has not received much attention. There is an academic the author's developed research model by focusing on academic institution is there.

(Refer Slide Time: 31:45)



This is the author used structural equation modelling to check the research prototype, the finding of this is a show that the leadership style with Path Goal theory and the IT are elements that support current knowledge management program in university setting. The results of hypothesis are displayed in figure 2. So, therefore, that has been the examining the factors.

(Refer Slide Time: 32:03)

This is the author used structural equation modelling to check the research prototype, the finding of this is a show that the leadership style with Path Goal theory and the IT are elements that support current knowledge management program in university setting. The results of hypothesis are displayed in figure 2. So, therefore, that has been the examining the factors.

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And therefore, you will find that is the how directive supportive participant to an Achievement Oriented style of the Path Goal theory which is given the knowledge management practices

And these Information Technology which was based on the social media and internet access that has been able to generalize that knowledge management with the Path Goal leadership style is there. Will the program academic institutions practical implications are there that will be helping you to share the increase in knowledge sharing in your city manager staff officers support to maximization. However, those who are from industry, they can find out that this will be helpful in the context

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

Page 22 of 24 5180 words English (India) 100%

And therefore, you will find that is the how directive supportive participant to an achievement-oriented style of the Path Goal theory which is given the knowledge management practices. And this information technology which was based on the social media and internet access that has been able to generalize that knowledge management with the Path Goal leadership style is there.

(Refer Slide Time: 32:29)

And these information technology which was based on the social media and internet access that has been able to generalize that knowledge management with the Path Goal leadership style is there.

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.

Page 23 of 24 5180 words English (India) 100%

To explore the KM program academic institutions practical implications are there that will be helping you to share the increase in knowledge sharing in your city manager staff officers support to maximization. However, those who are from industry, they can find out that this will be helpful in the context. That is the leadership style, whatever the autocratic style is their participatory consultative style is there, which you can use to achieve the goals.

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helping you to share the increase in knowledge sharing in your city manager staff officers support to maximize. However, those who are from industry, they can find out that this will be helpful in the context. That is the leadership style, whatever the autocratic style is there participatory consultative style is there, which you can use to achieve the goals.

(Refer Slide Time: 32:59)

Book Recommendation

New Approaches to Effective Leadership:
Cognitive Resources and Organizational Performance

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

New Approaches to EFFECTIVE LEADERSHIP
Cognitive Resources and Organizational Performance

Fred E. Fiedler
Joseph E. Garcia

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

Now, these are the books which have been referred that is the Fiedler's book read his own book that is the new approaches just to the effective leadership.

(Refer Slide Time: 33:06)

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Book Recommendation

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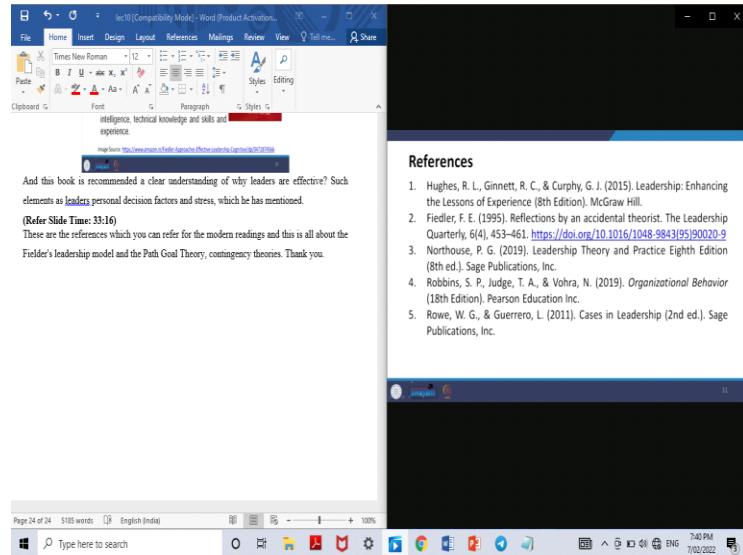
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Fred E. Fiedler
Joseph E. Garcia

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

And this book is recommended a clear understanding of why leaders are effective? Such elements as leaders' personal decision factors and stress, which he has mentioned. These are

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These are the references which you can refer for your further more readings and this is all about the Fielder's leadership model and the Path Goal Theory, contingency theories. Thank you.