

Sub: Leadership and
change management (E-I) HR
BBA 3rd year

FIEDLER'S MODEL OF CONTINGENCY THEORY

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BY:

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(Field
Study)

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CONTINGENCY THEORY FINDINGS FROM THE FIEDLER MODEL

The theory that effective groups depend upon a proper match between a leader style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.

- **Identify Leadership style:**

Fiedler created the Least Preferred Co-worker [LPC] questionnaire for the purpose of finding out that leadership success has a key factor i.e., individual's basic leadership style. This questionnaire measures whether a person is Task oriented (or) Relationship oriented. It contains 16 contrasting adjectives.

Some of them are Pleasant, Unpleasant, Efficient, Inefficient, Open, Closed, etc.,

Fiedler made this questionnaire and asked the respondents to rate the co-workers whom they felt least preferred to work with and asked them to rate on a scale of 1-8. By this he determined that a respondent with high LPC score is Relationship oriented leader and a respondent with low LPC score is a Task oriented leader.

- **Defining the situation:**

After an individual's basic leadership style has been assessed through the LPC score it is necessary to match the leader with the situation. After assessing the leadership style through LPC, Fiedler gave 3 contingency dimensions. They are:

1. Leader-Member Relations: The degree of confidence, trust and respect members they have with the respective leaders.
2. Task Structures: The degree to which the job assignments are procedurized that is structured or unstructured.
3. Position Power: The degree of influence a leader has over power variables such as hiring, firing, discipline, promotion and salary increase.

- **Matching the leader and situation:**

Based on Fiedler's research he concluded that task-oriented leaders tend to perform better in situation that are very favourable or very unfavourable.

Relationship oriented leaders perform better in moderate situations.

Hands on Activities

ANALYSIS

OF

THE

QUESTIONNAIRE

1.) If the score is 73 or above → Relationship-oriented leader.

2.) If the score is 64 or below → Task-oriented leader.

3.) If the score is 65 to 72 → Both Relationships and task-oriented leader.

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RESPONDENTS	LPC SCORE	LEADERSHIP STYLE (Task oriented (or) Relationship oriented).
Respondent 01.	65	Since the LPC score of respondent 1 is 65, he is both task and Relationship oriented leader.
Respondent 02	74	Since the LPC score of respondent 2 is 74, he is considered to be a relationship-oriented leader.
Respondent 03	53	Since the LPC score of respondent 3 rd is 53, he is a task-oriented leader.
Respondent 04	99	Since the LPC score of Respondent 4 is 99, therefore he is a Relationship-oriented leader.
Respondent 05	103	Relationship-oriented leader.
Respondent 06	86	Relationship-oriented leader.
Respondent 07	79	Relationship-oriented leader.
Respondent 08	71	Task-oriented as well as relationship-oriented leader.
Respondent 09	74	Relationship-oriented leader.
Respondent 10	74	Relationship-oriented leader.
Respondent 11	34	Task-oriented leader.
Respondent 12	67	Task-oriented as well as relationship oriented leader.
Respondent 13	90	Relationship-oriented leader.
Respondent 14	31	task-oriented leader.

RESPONDENTS	LPC SCORE	LEADERSHIP STYLE (Task oriented (or) Relationship oriented)
Respondent 15	96	Relationship-oriented leader.
Respondent 16	119	Relationship-oriented leader.
Respondent 17	101	Relationship-oriented leader.
Respondent 18	25	Task-oriented leader.
Respondent 19	105	Relationship-oriented leader.
Respondent 20	90	Relationship-oriented leader.
Respondent 21	111	Relationship-oriented leader.
Respondent 22	76	Relationship-oriented leader.
Respondent 23	64	Task-oriented leader.
Respondent 24	125	Relationship-oriented leader.
Respondent 25	112	Relationship-oriented leader.
Respondent 26	85	Relationship-oriented leader.
Respondent 27	61	Task-oriented leader.
Respondent 28	35	Task-oriented leader.
Respondent 29	126	Relationship-oriented leader.
Respondent 30	72	Task-oriented as well as leadership-oriented leader.
Respondent 31	36	Task-oriented leader.

RESPONDENTS	LPC SCORE	LEADERSHIP STYLE (Task Oriented (or) Relationship Oriented)
Respondent 32	93	Relationship-oriented leader
Respondent 33	63	Task-oriented leader
Respondent 34	68	Task oriented as well as Relationship oriented
Respondent 35	120	Relationship-oriented leader.
Respondent 36	98	Relationship-oriented leader
Respondent 37	74	Relationship-oriented leader.
Respondent 38	109	Relationship-oriented leader.
Respondent 39	78	Relationship-oriented leader.
Respondent 40	44	Task-oriented leader.
Respondent 41	18	Task-oriented leader.
Respondent 42	101	Relationship-oriented leader.
Respondent 43	85	Relationship-oriented leader.
Respondent 44	90	Relationship-oriented leader.
Respondent 45	71	Task oriented as well as relationship-oriented leader.