

Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Chapter: Unit 2 Chapter 3

Chapter Name: Leadership

Today's Agenda

1. Define
2. Trait Theories of Leadership
3. Behavioral Theories of Leadership
 1. The Ohio State studies
 2. The University of Michigan studies
4. Contingency theories of leadership
 1. Fred fiedler's contingency model

1 Define leadership



Robin and Judge (2013) define leadership as “the ability to influence a group towards the achievement of a vision or set of goals”

OR

John Newstrom and Keith Davis define leadership as “the process of influencing and supporting others to work enthusiastically toward achieving objectives”

2 Trait Theories of Leadership

According to the trait theories of leadership, leaders differ from nonleaders in their personal qualities and characteristics. There are certain social, physical and intellectual characteristics that leaders possess that distinguish them from people who are not leaders.

A number of research studies have been carried out to identify the specific attributes that leaders possess. Unfortunately, these different studies identified different leadership traits. There were few traits that were common between them. Such varied findings only added to the confusion. The development of the Big Five Model helped in clearing some of the confusion.

2 Trait Theories of Leadership

The Big Five Model assumes there are five basic dimension of personality that underlie many specific traits. These five basic dimension are:

- 1) **Extraversion- Introversion:** it is the degree to which a person is social, ambitious, energetic, outgoing, assertive, talkative and expressive.
- 2) **Conscientiousness:** it is the degree to which a person is dependable, disciplined, committed, organized, thorough, perseverant and honest.
- 3) **Agreeableness:** it is the degree in which a person is polite, trusting, good natured, accepting, co-operative and forgiving
- 4) **Emotional stability:** it is the degree to which a person is emotionally stable, secure, content and free from depression. This dimension taps a person's ability to withstand stress.
- 5) **Openness to experience:** it is the degree to which a person is curious, imaginativ, flexible, artistics, playful and creative.

2 Trait Theories of Leadership

Research based on the big five model has found consistent support for personality traits related to leadership:

- (1) Extraversion has been found to be a very good predictor of who will emerge as a leader. Extraversion which includes being socially dominant and assertive is an important determinant of becoming a leader.
- (2) Although extraversion is a good predictor of who will become a leader, it is not a reliable determinant of leader effectiveness. In fact leaders who are very high on assertiveness are less effective than those who are moderate on assertiveness
- (3) Conscientiousness and openness to experience are two other traits that have been found to be consistently related to leadership.
- (4) Agreeableness and emotional stability are not strongly correlated to leadership.

In a nutshell, one can say that those individuals who like to have people around him, are assertive, disciplined and keep their commitment

2 Trait Theories of Leadership

Other than the Big Five traits, emotional intelligence (EI) has been found to be a good indicator of effective leadership.

In the opinion of many scholars, a person may not become a great leader if he has no emotional intelligence even though he has a highly analytical mind, a very attractive vision, very good training and great ideas. The empathy component of EI plays a vital role in effective leadership. Empathetic leaders genuinely care for their followers, listen to them, understand their reactions and can sense their needs.

They are good in managing their emotions. This aspect of leaders makes the followers loyal and they remain with their leaders through good and tough times.

Although EI has become the buzz word in organizations, there is a need for further investigations to determine the exact practical implications of EI on leadership. In conclusion, one can say that traits are a good predictor of who will emerge a leader but they are poor at predicting which leader will be effective and successful.

3 Behavioral Theories of Leadership

The inconclusive findings of the trait approach from the 1940s-1960s led researchers to focus on the behaviours of the leaders.

It seemed that effective and ineffective leaders were different not with regard to some specific traits but rather with respect to their behaviour or actions. Hence attempt were made to understand how leaders behave and how their actions affect their followers.

The difference between the trait and behavioural theories is with regard to their basic underlying assumptions: The trait theories assume that leaders are born. In contrast the behavioral theories assume that people can be trained to be leaders.

3.1 The Ohio State Studies

One of the earliest studies on leader behavior was conducted in 1950 at Ohio State University. This study attempted to identify relevant leader behaviors through the Leader Behaviour Description Questionnaire.

The findings of the study revealed two independent categories of leader behaviors:

- 1. Initialing structure:** it is the extent to which leaders organize and plan the work, specify the tasks to be performed by each member, direct the subordinates to follow rules and set the goals to be achieved. Leader high on this behavior assign duties and responsibilities to their followers, expect certain standards of performance and expect time schedules to be met.
- 2. Consideration :** it is behavior directed towards the satisfaction of the social and emotional needs of group members. Leaders who show this behaviour are friendly, approachable, trust their subordinates and are concerned with the personal welfare of group members. Leaders high on this behaviour treat their followers as equal, are easy to approach, are appreciative and encouraging, and trying to Solve the personal problems of their followers. Although the findings of the Ohio studies were initially dismissed, later studies have found that both initiating structure and consideration are related to effective leadership.

3.2 The University of Michigan Studies

Studies at the University of Michigan identified two primary leader behaviors:

- (1) Employee oriented behavior: This behavior is directed towards the satisfaction of the social and emotional needs of group members. The leader stresses growth and development of his subordinates. Leaders high on this dimension are concerned with interpersonal relationship and take personal interest in the affairs of their followers. They accept that there are individual differences among members.
- (2) Production oriented behavior: This behavior is concerned with task accomplishment. Such leaders set goals, devise work strategies and closely supervise the performance of the subordinates. Leaders high on this dimension are more concerned with technical and task aspects of the job.

The Ohio State dimensions and the Michigan dimensions have great similarity. The consideration factor relates closely to employee orientation and the initiating structure dimension relates closely to production orientation.

Further research on the Michigan studies found that.

- (1) Employee oriented leadership resulted in higher group productivity and greater job satisfaction among the employees.
- (2) Production oriented leadership resulted in low group productivity and lower job satisfaction among employees.

4 Contingency Theories of leadership

The contingency theories state that leadership effectiveness is determined by the interaction between the leader's personal characteristics and the aspects of the situation. The most effective behavior for leaders is contingent (dependent) on the characteristics of the situation in which the leaders find themselves.

4.1 Fred Fiedler's Contingency Model

Fred Fiedler is given the credit for developing the first detailed contingency model of leadership. According to Fiedler, the style of leadership that should be used is contingent on the situation.

As the situation varies, leadership requirements also vary. Fiedler developed the Least Preferred Co-worker Scale(LPC). This scale consists of 16 opposite or contrasting adjectives such as pleasant-unpleasant, efficient-inefficient etc. Respondents had to rate their co-workers on each of the 16 set of contrasting adjectives on a scale of 1 to 8.

Based on the responses, Fielder identified two basic styles of leadership:

- (a) The Task Oriented Style: Here the leader is primarily motivated to attain successful task performance.
- (b) The Relationship Oriented Style: Here the leader is concerned mainly with establishing good relations with his subordinates.

Fiedler found that 84% of the respondents could be categorized in either of the two styles. Fiedler also believed that an individual's leadership style is fixed.

4.1 Fred Fiedler's Contingency Model

According to Fielder, the effectiveness (use) of the task oriented style or relationship oriented style is dependent on whether the situation is favorable or unfavourable. The favorability or unfavorability of the situation depends on three dimensions:

- (1) Leader-member relationship: It is the extent to which the leader enjoys the support and loyalty of his followers. It refers to the extent to which the subordinates trust and like their leaders is the level of confidence that followers have in their leader.
- (2) Degree of task structure: It is the extent to which the group's tasks, goals and the subordinates' roles are clearly defined. It is a degree to which procedures have been established to accomplish the job. A task may be structured or unstructured.
- (3) Leader's position power: It is the formal authority or power given to the leader. It is the extent to which the leader has control over actions such as hiring or dismissal of employees, salary increases, promotions etc. It is the formal authority or power given to the leader.

A situation is described as very favorable if all the three dimensions are good i.e. the leader has the backing of his followers, the task is structured and clearly defined and if a great deal of authority and power is given to the leader. On the other hand if all the three dimensions are poor, then the situation is described as highly unfavorable.

4.1 Fred Fiedler's Contingency Model

According to Fielder, the task oriented leader effective for very favorable and very unfavorable situations. His explanation was:

- (1) In favourable to highly favourable situations (category 1, 2 & 3)- where the leader has power, is accepted by the group and the task is highly structured- the group is ready to be directed and expects to be told what should be done. Hence, a task oriented leader is most suited.
- (2) In unfavourable to highly favorable situations (category VI and VIII), a relationship oriented approach would result in the leader being brushed off or ignored if too many questions were asked as to what should be done.

On the other hand a task oriented leader would be more effective. Fielder stressed the need for the human relations style of leadership when the situation is moderately favorable or unfavourable.

Fiedler later simplified and reduced the 8 situations described above to just three situations - high, moderate and low control. The task oriented style of leadership is most suitable for situations of high and low control and the relationship oriented style of leadership is most suited for situations of moderate control.

4.1 Fred Fiedler's Contingency Model

According to Fiedler, the key to effective leadership is to match the appropriate leadership style with the situation.

However, since an individual's leadership style is fixed, leader effectiveness can be improved in two ways:

- Change the leader to match the situation or
- Change the situation to match the leader. This could be done by restructuring of tasks or by increasing or decreasing leader's power to give salary raises, promotions etc.