

MANAGEMENT AS A PROCESS OF INTERACTION BETWEEN EMPLOYEES, SOCIAL ENVIRONMENT AND THE NATURE OF TASK – FIEDLER'S CONTINGENCY MODEL

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Abstract: In contingency model Fiedler there is high value of the correlation coefficient in the interaction between individuals - employees, social environment and tasks in an organization. In addition, significantly is influence of cognitive factors - intelligence, experience and professional competences to work process. This is a fundamental basis in management, determining management styles of superiors - managers. The valuation of their superiors have considerable function in the operation of their own personal values of each individual employee, and also about the value of employee on its working position and the role it plays in the organization.

Key words: contingency model, cognitive factors, styles of leadership, jobs, value systems

Introduction

In attempts to give an explanation of the cause - effect relationships in the context of certain forms of organizational behavior, the question is how individual traits or abilities of individual members of the working group or team affect organizational behavior of their associates, as social norms and values, expectations and procedures of the holders of organizational roles, condition organizational behavior in different situations?

Contingency access points to the fact that the same reasons in a situation giving each, and in the other situation other results

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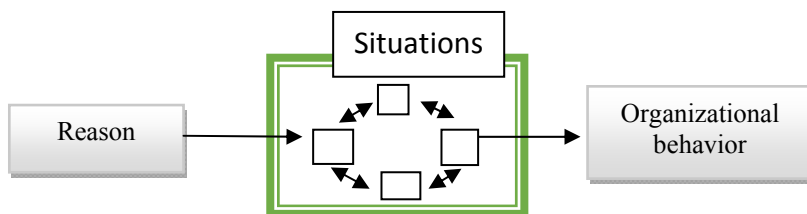


Figure 1. Contingency model of organizational behavior (adjusted to Moorhead & Griffin, R.W.(1989), op.cit.pp26-29)

In theoretical knowledge of the contingent model, the basic problem to be analyzed is the impact of situational determinants in the way of managing the organization. Emphasis is placed on three components in group situations in management, including:

- The relationship between (management)leadership and the other members of the group
- The formal power of leader - manager (leader)¹
- The nature of the working tasks of the working group

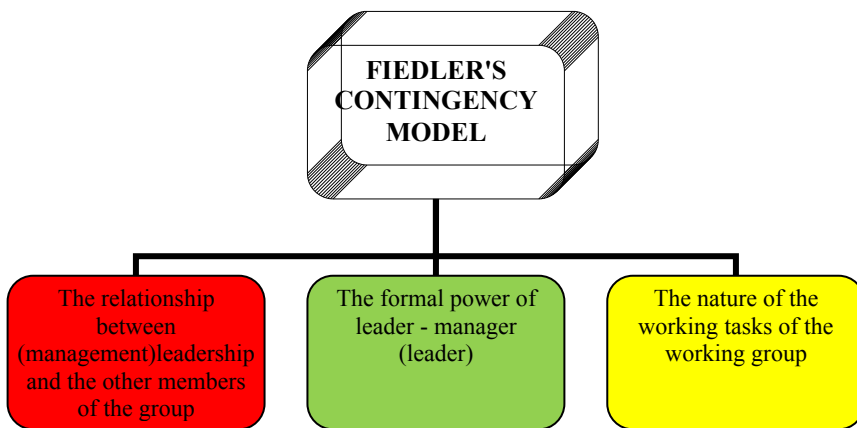


Figure 2. Fiedler's contingency model

Mentioned components are actually prerequisites for adapting the ways of governance in individual aspects of group situations, which is a prerequisite for constructive management of the organization. The most important factor for the style of management is the relationship between (management)leadership and other members of the group, defined as the degree of satisfaction with the leader of the other group members, degree of confidence acquired and degree of readiness to follow. According Fiedler this factor is presented as a component with two poles - positive and negative.

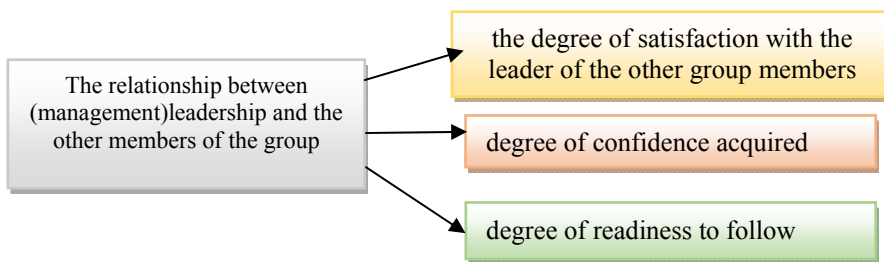


Figure 3. The relationship between (management) leadership and the other members of the group

This ratio indicates the styles of management, which are generally divided into direct and indirect styles, depending on the situations in the company.

Material and methods

The following research methods or technique for data collecting are used:

1. Method of evaluation and judging,
2. Method of preliminary analysis,
3. Method of continuing following, an interview with the general, top managers

Research analysis which was used in this research represents total of the components which characterize the subject of researching, and it is consisted of questionnaires, measure instruments, techniques and time frame of the research. The correlation between the effectiveness of the working groups and management styles in different situations will be measured.

Results and discussion

On the base of the answers of the top managers in the framework of this research, we come to the conclusion that there is a visible correlation between the performance of the working group and management styles of managers. Two general styles of management - direct and indirect style, proved successful in certain situations

Table1. Direct and indirect style of management

<p><i>Direct style of management is used in:</i></p> <ul style="list-style-type: none"> - In very suitable situations - In very extraordinary situations 	<p><i>Indirect management style is used in :</i></p> <ul style="list-style-type: none"> - In situations of medium complexity - In situations with a medium degree of inconvenience
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The way the manager participate other employees and his emotional reaction to them, affect performance in guiding, coordinating and monitoring the execution of working tasks. The differences in the relationship of manager towards other employees,

whether positive or negative, are made aware on the basis of his attitude toward the least preferred member of the group. (Last – preferred coworker LPC).

It was concluded that managers describing least preferred member of the group on relatively favorable (adequate) way, attempt to be flexible, tolerant, oriented towards human relationships and pay attention to the reactions of their employees.

Those managers who are oriented to the working tasks and control, and are less aimed to human relationships describes least preferred member of the group on the relatively unfavorable (inadequate) way

In relation to cognitive factors have come to the conclusion that there is a tendency that points to the fact many intelligent managers with years of experience who know the working process are not necessarily successful managers. The effect of these factors depend on the specific work situations that stand the stress and uncertainty of the situation.

Conclusion

Individual abilities of employees influence the organizational behavior, they are incorporated in social norms and social values. There is also the influence of situational determinants that determine the style of management. In this regard observed three aspects - level of satisfaction in the work, the acquired mutual trust and willingness to loyalty. All directly affect to the performance which is measured by results. The presence of cognitive factors: intelligence, work experience and good knowledge of the work process (from data obtained) does not always have positive effects in the process of management.

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