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BASED ON NEW TECHNOLOGIES"**

EMoNT 2013

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Plenary and Invitation Paper

**FIEDLER'S CONTINGENCY LEADERSHIP THEORY AND MODEL:
CASE STUDY - DETERMINATION OF THE LEAST PREFERRED
COWORKER (Least Preferred Coworker - Measure LPC)**

Srdjan Nikezić¹, Boban Đurović², Dragan Bataveljić³, Aleksandar Đorđević⁴

¹ University of Kragujevac, Faculty of Science, Kragujevac, SERBIA,
e-mail: srdjan_nikezic@yahoo.com

² The Municipal Assembly, Vrnjačka Banja, SERBIA, e-mail: boban79.djurovic@gmail.com

³ University of Kragujevac, Faculty of Law, Kragujevac, SERBIA

⁴ University of Kragujevac, Faculty of Engineering, Kragujevac, SERBIA

Summary: *Research using (LPCM) method was carried out in the area of central Serbia in several local governments. The respondents were leaders of municipalities and their closest associates. The aim of this study was to determine, through the least preferred associate, the degree of leaders and co-leaders orientation to establish good interpersonal relationships or task orientation. For the testing the "LPC Questionnaire" (Fiedler, F.E. and Chemers, M.M.) was used.*

Keywords: *leaders, coworkers, local government, determining the least preferred coworker, task orientation, people orientation.*

1. INTRODUCTION

In 1951 *Fried Fiedler* began to develop the first situational theory of leadership. This was the first theory that specified to what extent situational variables by interactions affect leadership behavior and the leader's personality. The theory is called "*Contingency Theory of Leader Effectiveness*" (*Fiedler, 1967*). *Fiedler* believed that leadership style is a reflection of the human personality (personality theory) and behavior (behavioral theory) and that the style of leadership is essentially constant. The leader does not change leadership styles; he/she changes the situation. *Contingency leadership model* is used to determine whether the personal leadership style is task-oriented or oriented to the relationships with employees and determine the situational relationship (leader - members; leader - a task), as well as the position of power in order to increase efficiency. In *Figure 1*, the contingency leadership model is represented.

Fred Fiedler developed a model of leadership based on the premise that a certain power of a leader is associated with a specific situation that is the given conditions. He starts with assertion that the leadership style is a part of the man's personality, his or her personal characteristics, something that is stable and difficult to change. Organizations in certain situations use a style that should be successful. This is one of the most detailed models of reasoned and basic characteristic is that leaders are reluctant to change leadership style, based on which they have become successful. **Inflexibility of a leader is characteristic of this model, the starting point, making each attempt of changing the leadership style difficult and almost futile.**

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