

## **Advance Course in Social Psychology**

**Prof: Pooja Garg**

**Department of Humanities and Social Sciences**

**Indian Institute of Technology, Roorkee**

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### **Lecture 46: Group Leadership- Part V**

Hello friends, welcome back. Let us continue with the discussion with another aspect that is the approaches to contemporary leadership styles. Till now we have talked about the early trends in leadership styles or theories. Today I will talk about the contemporary models of leadership, the recent trends in leadership development. The most recent development is the leader member exchange theory which is in brief is also termed as LMX that is the acronym that we use for leader member exchange theory of contemporary leadership. This theory is also known as a two-way or dyadic relationship or a vertical dyad linkage theory.

Two-way dyadic relationship theory or vertical dyad linkage theory which talks about that hierarchy also plays a major role in creating a relationship between the employee and the leader or the subordinate and there is one to one relationship between the leader and the follower. So, when we are talking about LMX theory, this theory is completely based on relationship based approach. There is no task orientation, only relationship orientation is being maintained between the leader and the follower. So, this is a relationship based approach and the leader she focuses on a two-way or dyadic relationship.

Two-way dyadic in a group when two people are attracted to each other, they form their own subgroup that is termed as dyad which we have already discussed in our previous lectures. So, this creates a two-way dyadic relationship between leader and the follower and is also widely known as a vertical dyad linkage theory. So, the goal of LMX theory is to explain the effects of leadership members, teams and organization. To what extent the relationship between leader and the member or the follower impacts the overall goal of the organization and the group goal. So, all the members, teams and organizations are in relationship which have a significant effect on each other.

So, according to LMX whenever there is a relationship orientation, the base for any orientation, any relationship orientation is based on mutual trust, respect, mutual trust and respect with some members of the team but not with others. Now within the group itself, the leader is there but maybe one member will have a very corded relationship with the leader but maybe another two or three members will not have a very corded relation with the leader. Ultimately vice versa that leader is more close and open to one member and may not open to another member but ultimately whenever leader and one particular member of the group are close to each other, they respect and they trust each other then they are in a dyadic relationship. There is more relationship orientation between two people. Further this theory also argues that

because of time pressures and certain demands, leaders establish a special relationship with a small group of their followers.

It happens in any organization that whenever a leader is there in the group then whatever is the situation, the leader is very comfortable in sharing his problems or any situation, problematic situation with some specific group of people with whom he or she is very comfortable to discuss and not with other members. So the leader and those followers become very close, they are more open to each other, they respect, they are honest and there is more trust between them. Not with others but maybe specific number of subordinates will be there with whom the leader can share all the problems with them. So this theory argues that because of time pressures on certain demands, leaders establish a special relationship with a small group of their followers. Whenever the leader is more close to specific group of people in the organization then ultimately this creates an in-group.

There is a boundary that is created within the group itself between the leader and some people with whom he or she is more approachable and they create an in-group while the other members in that group becomes the out-group. Although if we talk about different types of group, in-group and out-group, in in-group members have a sense of belongingness whereas in out-group it is about feeling of we about they. Similarly, in any group when in-group is formed as a form of subgroup then there is a feeling of sense of belongingness between the leader and those members and the other members are perceived as out-groups. So they fall into the out-group category. So the individuals make up the in-group, they are trusted, get a disproportionate amount of leaders attention and are more likely to receive special privileges.

Disproportionate amount of leaders attention means that may be the members who are considered as out-group they will not get any attention from the leader to that extent who are the members of the in-group. This is a differentiation about leaders response or perception about in-group and out-group within one particular group. In-group members will get in a this appropriate attention and some privileges whereas out-group they will not get that much of attention and privileges in comparison to the in-group members. So when we are talking about LMX theory then the in-group has certain privileges, the members also at the same time receive greater responsibility because the leader have more trust on those members. So they have greater responsibility and they are being encouraged to take up those responsibilities and their opinions are being very much appreciated and solicited under any difficult situation.

So there are no restrictions on to what extent the members will perform their task by using the resources to any extent and they are the ideas are frequently considered by the leader and to the extent they are that the leader is influenced in the decision making process. Additionally the in-group members are able to obtain more access to resources. So this is the advantage of LMX theory that whenever there is an in-group within the group the leader and the members of the in-group enjoy all the privileges and at the same time share maximum number of responsibility and participate in decision making process because the leader is influenced by

the members of the in-group. In comparison to out-group the relationship is formal and it is based on contract of employment means that they are being restricted what is being imposed on them to perform their job. They will not cross their limits, they are not being asked to go out of the way, it is not expected by the out-group to go out of their way to perform any task.

They just perform their job while being in the formal authority system. So members are not being favored to that extent that members are favored in in-group. Their viewpoints and ideas are not likely to be accepted by the leader that means the leader is not influenced by the ideas and suggestions of the out-group and they do not have full access to the resources because obviously they do not have that kind of extended responsibilities. They perform their task while being under their own domains or in the formal system and they can also be asked to perform any duty which is lower than their rank as well. Whereas in in-group even any member of in-group who is at lower rank can also be asked to perform a higher job task.

It all depends to what extent the member, the leader is relating to the member to that level where trust, respect and mutual consideration is more dominating. The theory further states that LMX induces to reward employees with whom they want a closer linkage and with whom they do not. For the LMX relationship to remain intact the leader and the forwarder must invest in the relationship. To continue this relationship even if the task members of the in-group members have more tasks to perform, they have more responsibilities to perform but to keep that in-group intact the members need to be acknowledged, recognized for their performance so that the group remains intact. And again in future the group is performing better, taking up better responsibilities and performing at higher level because this becomes a necessity of the leader because he or she is depending on those followers of the in-group.

The in-group members have demographic attitude and personality characteristics that are similar to those of the leader or a high level of competence than out-group members. The leader may be also attracted towards those members who have expertise, who have experience and they have better attitude formation towards the problems that they face in day to day life and how the leader is more dependent on their approaches to resolve any problem. The leader can identify easily based on the technical abilities of the followers and how those abilities can be encashed by the leader by making them member of their own in-group. Also LMX influences work outcomes in terms of improved trust, motivation, empowerment, creativity and innovation. Here empowerment means it has a very significance in LMX theory that there is extension of power of the leader to the in-group members.

Even they also tend to use those powers of the leader in decision making process apart from experiencing more trust and respect from the leader itself. And definitely there is job satisfaction. They also receive high performance ratings, engage in citizenship behaviors and less in counterproductive behaviors at work and report greater satisfaction with their superiors. Under such circumstances, this also leads to frustration among out-group members and they

engage in counterproductive behaviors. They can engage in cyber bullying, they can engage themselves in physical or verbal abuse or aggression.

So this creates a rift or conflict also within the organization but at the same time it can be an advantageous situation because members get more favor and members tend to feel motivated and perform to higher levels. This is a diagrammatic representation of the leader member exchange theory where leader within the group itself has formed his own in-group and there the interactions are taking place at higher level. It is not only about high performance or about decision making, the interaction levels are also being conducted at higher levels where subordinates like A, B and C form an in-group and are directly related to the leader. The relations are informal basically. Whereas the same leader has formal relations with subordinate D, E and F and they form an out-group.

So the interaction between in-group and out-group is restricted based on the boundaries that have been created or established by the leader itself. So influence is more in in-group and less influence is there in out-group. The amount of participation that is allowed in decision making, the in-group members have more permission to participate in decision making process than the in-group members. So the theory deals with the dyadic relationship formed between leaders and their subordinates. So this is the base of leader member exchange theory that how people create a base a dyadic relationship.

So A, B and C, so A is directly related to leader it is again one to one, B is again related to leader vice versa and C is related to leader again vice versa. So they form a dyadic relationship or vertical linkage dyadic theory. So this is about leader member exchange theory. In the next discussion I will talk about some more recent trends in leadership in form of transformational, transactional and charismatic leadership style.

Thank you so much. Thank you very much. .