

# A Study on Leadership Styles of the Senior and Middle level Managers in Selected Indian Commercial Banks

Ms. Nidhi Shukla, Research Scholar Devi Ahilya Vishwavidyalaya Indore, M.P.  
Dr. Pawan Patni, Professor (V) School of Mass Communication & Journalism, DAVV, Indore

## Abstract

Leadership is one of the important aspects in Business Management. A leadership style refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Great business leaders can inspire the followers or employees for achieving the growth of business. The main purpose of the present study was to examine the leadership styles of the senior and middle level managers in selected Indian Commercial Banks. Quantitative and survey research design was used to conduct the research. Data regarding leadership styles was collected from senior and middle level managers through self structured questionnaire in five point likert scale. Results reveal that there is a significant difference in the leadership styles of senior and middle level managers, managers of selected Indian Commercial Banks. It is thus suggested that firms should train their managers to use transformational leadership style.

**Keywords:** Leadership styles, Senior level managers, Middle level managers, Indian Commercial Banks.

## Introduction

Organizations goal can be achieved if it is properly guided by a good leader. The leader needs to effectively communicate with the employees so that there is a proper understanding of the expectation of the organization. Leaders also have to build up glueyness within the organization. In addition, leadership contended that charismatic leadership, individualized consideration, intellectual motivation, and communication can raise employees' values and improve organizational efficiency.

Moreover, goals and missions of an organization can affect a leader's thinking and management style. In turn, Leadership will transform into organizational culture and influence job satisfaction of the employees.

## Review of literature

There are several study conducted by many researcher and it is found that transformational leadership behavior is very helpful to get better organizational performance during uncertain environment and to attain competitive advantage (Nemanich and Keller, 2007). Transformational leadership theory postulates that leaders exhibit certain behaviors that accelerate employees' level of innovative thinking through which they improve individual employee performance, organizational innovation, and organizational performance

(Aragon-Correa, Garcia-Morales, & Cordon-Pozo, 2007; Colbert, Kristof- Brown, Bradley, & Barrick, 2008; Piccolo & Colquitt, 2006). To improve the performance, transformational leaders empower employees by providing sufficient autonomy to decide the way to perform job activities, promote organizational learning, and support employees to utilize all the available resources required to improve creativity (Gumusluoglu and Ilsev, 2009).

Leadership is conceived as a process where one or more persons influence a group of person to move in a certain direction. The word leadership has been used in various aspects of human Endeavour such as politics, business, academics and social works. Messick and Krammer(2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Therefore, an individual will support the organization if he believes that through it his personal objective and goals could be met, if not, the person's interest will decline.

### Objective of study

1. To find the leadership styles of the senior and middle level managers in selected Indian Commercial Banks.

### Research Methodology

The study employs a quantitative and survey research method. A descriptive research design is used to study the various leadership styles like autocratic, bureaucratic, democratic, paternalistic, laissez faire, transformational and transactional leadership styles of Senior and Middle level Managers in Selected Indian Commercial Banks

Non-probability sampling strategies are used to select the Banks and participants. Convenience and purposive sampling strategies are utilized. Sample size is 300. The scheduled commercial banks are selected as sample. Employees in the selected banks who are within managerial ranks are targeted.

### Data Analysis and interpretation

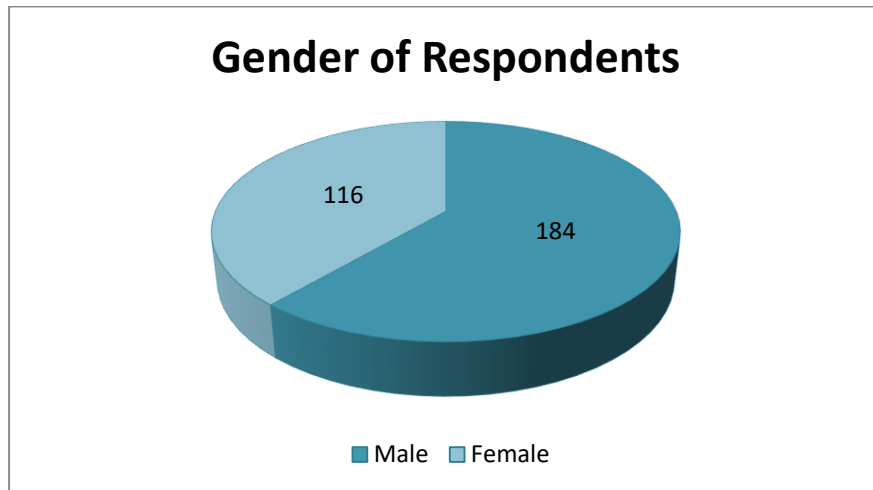
#### 1.1 DEMOGRAPHIC INFORMATION OF RESPONDENTS

##### 1.2.1 GENDER OF RESPONDENTS

**Table 1. 1: Gender of Respondents**

Gender	No. of Respondents
Male	184
Female	116

Source- Primary Data



**Figure 1. 1: Gender of Respondents**

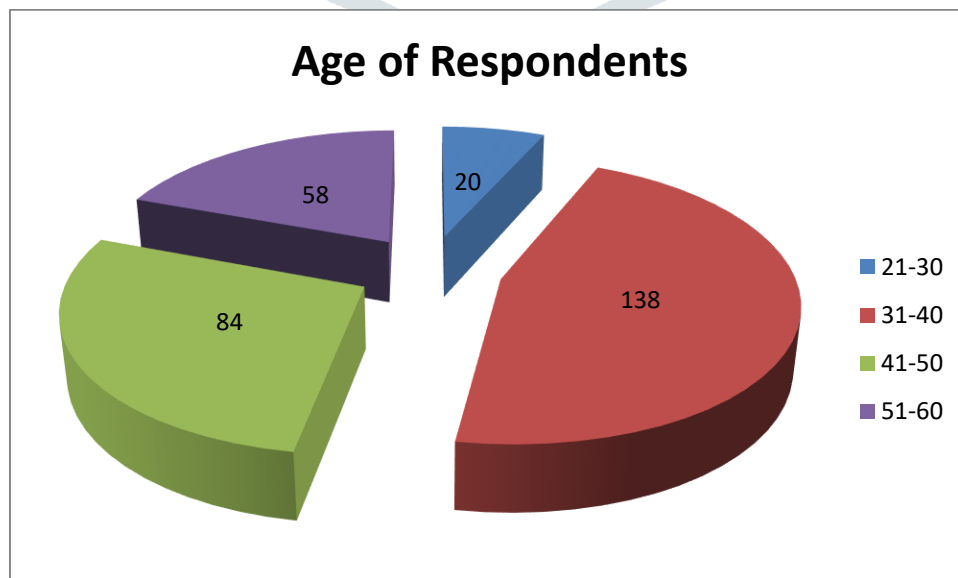
The above figure 1.1 represents the gender of respondents. It is clear from the graph that out of 300 respondents, 116 are female and 184 are male. That means 38% respondents are female and 62% respondents are male.

**1.2.2 AGE OF RESPONDENTS**

**Table 1. 2: Age of Respondents**

Age	No. of Respondents
21-30	20
31-40	138
41-50	84
51-60	58

Source- Primary Data



**Figure 1. 2: Age of Respondents**

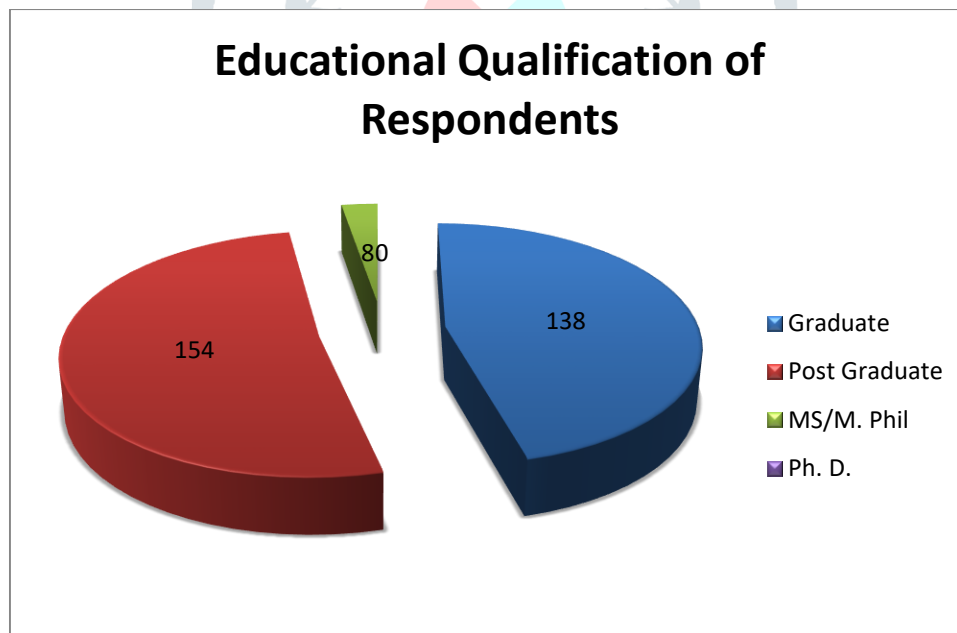
The figure 1.2 shows the age of respondents. It is clear from the graph that maximum 138 respondents are in the age group of 31 – 40 years followed by 84 respondents in the age group of 41 – 50 years. 58 respondents are in the age group of 51 – 60 years and only 20 respondents are in the age group of 21 – 30 years.

**1.2.3 EDUCATIONAL QUALIFICATION OF RESPONDENTS**

**Table 1. 3: Educational Qualification of Respondents**

Educational Qualifications	No. of Respondents
Graduate	138
Post Graduate	154
MS/M. Phil	8
Ph. D.	0

Source- Primary Data



**Figure 1. 3: Educational Qualification of Respondents**

The figure 1.3 shows the educational qualification of respondents. It is clear from the graph that majority of respondents (154) are post graduate followed by graduate (138). Very few people (8) have MS or M. Phil qualifications but none have done Ph. D.

### 1.3 LEADERSHIP STYLES OF SENIOR AND MIDDLE LEVEL MANAGERS

**Objective 1: To find the leadership styles of the senior and middle level managers in selected Indian Commercial Banks.**

To find the leadership styles of the senior and middle level managers in selected Indian Commercial Banks, an average of the responses is obtained to find the mean score for the leadership style. Table 1.4. shows the descriptive analysis for leadership styles of senior and middle level managers. Mean values are shown for each leadership styles for senior and middle level managers along with the values of standard deviation. T-values and their significance are also mentioned in the table for objective 2.

**Table 1. 4: Summary of Leadership Styles of Senior and Middle Level Managers**

Leadership Style	Senior Level Managers		Middle Level Managers		t-value	Sig. (two tailed)	Results
	Mean	Standard Deviation	Mean	Standard Deviation			
Autocratic	3.06	0.766	3.05	0.779	0.187	0.852	NS
Bureaucratic	2.94	0.919	2.96	0.979	-0.334	0.738	NS
Democratic	3.08	0.823	3.07	0.863	0.137	0.891	NS
Laissez Faire	3.02	0.794	3.01	0.765	-0.482	0.630	NS
Paternalistic	3.09	0.840	3.08	0.870	0.270	0.787	NS
Transformational	2.77	0.906	2.86	0.943	-1.982	0.048	S
Transactional	3.06	0.776	3.11	0.763	-0.902	0.368	NS

NS = Not Significant at 5% level of Significance, S= Significant at 5% level of Significance

Source- Primary Data

From Table 1.4 it can be observed that the senior level managers of sample banks frequently use Paternalistic, Democratic, Autocratic and Transactional leadership style although the mean value

signifies the prominent use of democratic and paternalistic leadership style. The leadership styles used by middle level managers are same as senior level managers but the prominent style used by them is transactional.

## Findings

To find the leadership styles of the senior and middle level managers in selected Indian Commercial Banks, an average of the responses was obtained to find the mean score for the leadership style.

From the mean score it can be observed that the senior level managers of sample banks frequently use Paternalistic, Democratic, Autocratic and Transactional leadership style although the mean value signifies the prominent use of democratic and paternalistic leadership style. The leadership styles used by middle level managers are same as senior level managers but the prominent style used by them is transactional.

To test the hypothesis t-test is applied. It can be concluded from the results that there exists a significant difference between senior level and middle level managers in case of transformational leadership style only. Middle level managers rated themselves as more transformational as compared to senior level managers. For all the other leadership styles there exist no significant difference between senior level and middle level managers.

## Conclusion

The study concludes that even though there was no statistically significant predictive relationship observed between the seven leadership styles. This cannot be overlooked since this leadership style turns to foster cooperation, motivation through rewards, and attainment of short-term goals which brings in sense of autonomy or independence. The employees under this leadership are also benefitted with a structure and clear system where they clearly know what is expected from them and the chain of commands. There are several styles of leadership such ranging from autocratic to laissez-faire among others noted above. As would be suggested by the contingency management thought however, a particular style of leadership may not always result in the most effective form of organizational behaviour.

## References

1. Aragon - Correa J.A., García - Morales, V. J. , & Cordon - Pozo, E. (2007). Leadership and organizational learning's role on innovation and performance: lessons from Spain. *Journal of Industrial Marketing Management* , 36(3), 349 – 359.
2. Colbert, A.E., Kristof-Broiatn, A.L., Bradley, B.H., Barrick, M.R. (2008), CEO transformational leadership: The role of goal importance congruence in top management teams. *Academy of Management Journal*, 51(1), 81-96.
3. Gumusluoglu L, İlsev A.(2009) Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*; 62(4):461–73.
4. Messick, D. M. & Kramer, R. M. (2004). *The Psychology of Leadership: New Perspectives and Research*. Lawrence Erlbaum Associates, Publishers, New Jersey.
5. Nemanich, Louise, A., and Robert T. Keller. 2007. Transformational Leadership in an Acquisition: A Field study of Employees. *The Leadership Quarterly*, Vol.18. 49-68.
6. Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management Journal*, 49, 327–340.