

Perception Difference among Leader's and Follower's for leadership style and employee performance: Case on Public and Private Banks in India

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Abstract: The global economy challenges have increased the complexity of creating high performance segment for banking industry. Leader plays an influential role in inspiring employees undergoing changes and in expanding the organizational opportunities by focusing on high-performing employees, but currently leaders are facing a major challenge of retaining talent from employees in the organization. Leaders or managers gets the opportunity to lead, not because of their designation, but because they are anticipated and acknowledged as the leader by their subordinates. Extensive researches had projected that leaders & followers perceived differently about the value of their relationships. At this point, leader's awareness of the differences in perception of their leading style and what their followers perceive is a critical matter. A huge disagreement exposes the lack of leader's self-knowledge & poor style, which leads to an adverse organizational milieu. This case would aid leaders to nurture themselves, once they develop awareness about the style, they demonstrate to followers in diverse work surroundings. The purpose of this case is to compare the leadership styles of managers from superior's perception through self-rating and their follower's perception through followers rating in public and private banks. The identified leadership styles, were taken from behavioural MLQ taxonomy of Bass (2000). The data of 102 immediate supervisors & 422 subordinates was contained from Banks branch managers & employees respectively. After measuring through statistical t-tests, the outcome shows the significant differences among responses of leaders and subordinates in private banks for transformational and transactional style in comparison to public banks. The outcome of this research study suggests that greater efforts should be placed on development of the company's leaders' styles from follower's perception also. Future studies could be measures more consistently on several other leadership styles at different demographic sample, which could carry out optimistic performance from employees.

Keywords: supervisor perception, leadership style, follower's perception, full-range leadership model, multifactor leadership questionnaire

I. INTRODUCTION

Leadership is a course where leader determines the goal and build a path which could motivate every individual to syndicate their effort keenly for attaining that goal, [1] Alhaji Umar (2019). An effective leader is devoted towards the right means and distinction for growth while keeping group harmony at priority all over the time, [2] J. Scouller, (2011). In Organizations, leader's styles have a particular consequence on their individual follower's work conduct, styles of leadership are not only determining factors for every organization's success, but it could promote the failure also if not suited. A leader's behavioral angle must induce and promote by motivating & guiding to its followers, [3] R. Ojokuku., T. A. Odetayo, & A. Sajuyigbe, (2012). Employee performance is not limited to a specific appearance, altogether it embraces group & organizational scopes, which contain the right structure of inputs, processes, and outputs to operate consistently with the individual level, [4] Shields (2015). Managers have prospect to lead, not because of their work profile, but because they are expected and accredited as the leader by their dependents [5] Boseman, 2008. Past researches have

verified that managers and their subordinates professed inversely about the value of their relationships [6] Campbell & Johnson, 2003; Xin, 2004). Manager's knowledge towards their leading style and how followers perceived their leadership style is a critical matter. There must acknowledge the perception of their followers also which relates positively and negatively to their followers.

II. LITERATURE

Banking organizations have major influence in Indian economy, which has transformed economy from agricultural to industrial economy. Leadership style has an imperative impact on follower's performance, their relation must be acknowledged identically which cannot be possible without once approach, [7,8] Brodbeck et al., 2000; Ardichvili and Kuchinke, 2002 Several times, leader is responsible for their follower's behaviour in the organization, so leader should take efforts to understand follower view on their own performance and follower's perception regarding their leader style, as past studies have only focused on leader's perception, which counter as a biased and limited. Previous relative leadership researches

have been characterised mostly as quantitative method, which has intensively focus on insights of managers, showing comparatively one-sided records and interpreted and allocate individuals across diverse realms to generally appropriate leadership style, [9] Jung and Avolio, (1999). This case would aid leaders to nurture themselves, once they develop awareness about the style, they demonstrate to followers in diverse work surroundings. [10] Kaur (2014), several aspects are researched to know the difference in public and private banks, most of the studies came to comparable conclusions, as few concluded the significant difference and few signified similarities in Both Sector. [11] Sharma, J.P& Bajpai, N (2010), It has been noticed that, employees of these different banks sector perform the same tasks & managers deal with the similar problems, even with similarities there could be numerous differences in the leaders and employees' behaviour. Because all organizations, irrespective of their industry, have diverse policies and cultures that had shaped different leaders & employees, [12] Kajal, M. Sharma, (2011).

Problem Statement: This case study endeavoured for empirically examine the relationship of leadership factors with employee's performance behaviour according to the banks supervisor's perception and subordinate's perception. As, no such research work has been examined the effect of Indian banks branch managers transformational and transactional leadership styles. This attempt, consequently, could be considered novel and of substantial value in considering the relations among the several leadership constructs and employees off-role performance in the Indian setting.

Research Gap: Though, earlier studies had identified constructive result from leadership styles on additional role behaviours from leader's perception [13] (Piccolo and Colquitt, 2006). So far, very few researches have explored the difference in leaders and follower's perception regarding supervisor's leadership style and follower's performance [14] (Judge and Piccolo, 2004). Abortive rareness of cases on perception difference can be ascribed to a slight and imperfect meaning of leadership style and employee's performance as it is limited to only leaders' perception. In this current case those parameters are also measured which are not directly mentioned in employees job profile including counter-productive behaviour [15,16] (Podsakoff et al., 1996, Borman and Motowidlo, 1997).

III. METHODOLOGY

This case methodology is based on comparative research design as quantifiable technique. Data was collected through adapted questionnaire, where the same form was distributed for two types of sample Perception. One for banks reporting managers who denoted as leader with the sample size of 53 from public banks and 56 from private banks. Other form was for banks subordinates who are denoted as followers with the sample size of 210 from public banks and 212 from private banks in India. Multi-stage sampling techniques were used to collect data from India based on the highest number of banks branches. In this case study, the questionnaires were based on two

verified tools i.e., Multifactor Leadership Questionnaire MLQ (Bass 2000) [17] for measuring leadership style of supervisors. Subordinates performance was measured based on individual work performance questionnaire (IWPQ) scale (Koopman et al., 2014) [18]. SSPS 18.0.1 version was run for data analysis, where T-test was applied for evaluating the differences among banks supervisor's perception as compared with the subordinates' perceptions about the supervisor leadership style in public and private banks.

3.1 Case Objectives:

1. To compare the difference in leader's perceptions and follower's perceptions about factors of leadership style in the public Banks.
2. To compare the difference in leader's perceptions and follower's perceptions about factors of leadership style in the private Banks.
3. To compare the difference in leader's perceptions and follower's perceptions about the parameter of follower performance in the public Banks.
4. To compare the difference in leader's perceptions and follower's perceptions about the parameter of follower performance in the private Banks.

3.2 Case Hypothesis:

1. There is no significant difference in leader's perceptions and follower's perceptions about factors of leadership style in the public Banks.
2. There is no significant difference in leader's perceptions and follower's perceptions about factors of leadership style in the private Banks.
3. There is no significant difference in leader's perceptions and follower's perceptions about the parameter of follower performance in the public Banks.
4. There is no significant difference in leader's perceptions and follower's perceptions about the parameter of follower performance in the private Banks.

IV. RESULTS AND DISCUSSION

Evaluation of the Case

3.1 Objective: 1 To compare the difference in leader's perception 's and follower's perception about factors of leadership style in Public Banks

Interpretation: In the table 1, the researcher compared whether public banks supervisors and subordinate's perceptions carry a significant difference regarding their supervisor's leadership. By applying "Independent-Samples T-Test" at significance level $\alpha = 0.05$ and researcher found that (IIA, IIB, IC, IS, IM, CR, MBEA) p-value found more than 0.05 which stated "no significant difference" in their opinion. Except MBEP, NL, where p-value was less than 0.05, which stated that both the respondent (supervisor and subordinates) in public banks have a similar approach and opinion about their bank's managers' leadership style.

3.2 Objective: 2 To compare the difference in leader’s perception ‘s and follower’s perception about factors of leadership style in Private Banks

Interpretation: In the Table 2, researcher compared, whether private banks supervisors and subordinate’s perception carry a significant difference regarding their leadership style. By applying “Independent-Samples T-Test’ at significance level $\alpha= 0.05$, and researcher found that (IIA, IIB, IC, IS, IM, CR, MBEA, MBEP & NL) p-value found less than 0.05 which stated “significant difference” in their perception. This stated that both the respondent supervisor (self-rating) and subordinates (follower rating) in private banks have different opinion about their banks supervisor’s leadership style, [19] Flemming, Paul L (2016)

3.3 Objective: 3 To compare the difference in leader’s perception and follower’s perception about follower’s performance in Public Banks

Interpretation: In the table 3, researcher compared, whether private banks supervisors and subordinate’s perception carry a significant difference regarding follower’s performance. By applying “Independent-Samples T-Test’ at significance level $\alpha= 0.05$ and researcher found that followers performance p-value found less than 0.05 which stated “significant difference” in their perception.

3.4 Objective: 4 To compare the difference in leader’s perception and follower’s perceptions about follower’s performance in Private Banks.

Table: 1 Comparison of Leaders and Followers perception on Leadership Style in Public Banks

Variables	Group	N	Mean	SD	Std. Error Mean	t-test for Equality of Means		
						t	df	P-value
Idealized Influence Attributes / IA	Leaders	53	3.49	1.089	0.150	0.438	261	0.662
	Followers	210	3.43	0.894	0.062			
Idealized Influence Behaviours / IB	Leaders	53	3.45	1.044	0.143	-0.639	261	0.524
	Followers	210	3.55	0.840	0.058			
Individual Consideration /IC	Leaders	53	3.43	1.078	0.148	1.900	261	0.059
	Followers	210	3.17	0.868	0.060			
Inspirational Motivation / IM	Leaders	53	3.44	1.075	0.148	-0.546	261	0.585
	Followers	210	3.53	0.799	0.055			
Intellectual Stimulation / IS	Leaders	53	3.45	1.070	0.147	0.602	261	0.548
	Followers	210	3.37	0.832	0.057			
Contingent Reward / CR	Leaders	53	3.40	1.095	0.150	-0.899	261	0.369
	Followers	210	3.53	0.898	0.062			
Management-by-exception Active / MBEA	Leaders	53	3.45	1.068	0.147	0.061	261	0.951
	Followers	210	3.44	0.845	0.058			
Management-by-exception Passive / MBEP	Leaders	53	3.44	1.072	0.147	4.284	261	0.000
	Followers	210	2.82	0.914	0.063			
Non-Leadership	Leaders	53	3.45	1.070	0.147	5.681	261	0.000
	Followers	210	2.51	1.074	0.074			

Table: 2 Comparison of Leaders and Followers perception on Leadership Style in Private Banks

Variables	Group	N	Mean	SD	Std. Error Mean	t-test for Equality of Means		
						t	df	P-value
Idealized Influence Attributes / IA	Leaders	56	3.73	0.980	0.131	2.234	266	0.026
	Followers	212	3.43	0.869	0.060			
Idealized Influence Behaviours / IB	Leaders	56	3.78	0.895	0.120	2.375	266	0.018
	Followers	212	3.44	0.847	0.058			
Individual Consideration /IC	Leaders	56	3.75	0.949	0.127	3.995	266	0.000
	Followers	212	3.20	0.890	0.061			
Inspirational Motivation / IM	Leaders	56	3.73	0.946	0.126	1.890	266	0.050
	Followers	212	3.50	0.847	0.058			
Intellectual Stimulation / IS	Leaders	56	3.70	0.942	0.126	2.780	266	0.006
	Followers	212	3.41	0.755	0.052			
Contingent Reward / CR	Leaders	56	3.76	0.964	0.129	1.565	266	0.019
	Followers	212	3.54	0.903	0.062			

Management-by-exception Active / MBEA	Leaders	56	3.60	0.933	0.125	3.674	266	0.000
	Followers	212	3.31	0.748	0.051			
Management-by-exception Passive / MBEP	Leaders	56	3.65	0.941	0.126	8.014	266	0.000
	Followers	212	2.72	0.822	0.056			
Non-Leadership	Leaders	56	3.55	0.941	0.126	8.966	266	0.000
	Followers	212	2.35	1.059	0.073			

Table: 3 Comparison of Leaders and Followers perception on follower's performance in Public Banks

Public Banks								
Variables	Group	N	Mean	SD	Std. Error Mean	t-test for Equality of Means		
						t	df	P-value
Followers performance	Leaders	53	3.45	1.070	0.147	-3.003	261	0.003
	Followers	210	3.80	0.674	0.046			

Table: 4 Comparison of Leaders and Followers perception on follower's performance in Private Banks

Private Banks								
Variables	Group	N	Mean	SD	Std. Error Mean	t-test for Equality of Means		
						t	df	P-value
Followers performance	Leaders	56	3.24	0.941	0.126	10.677	266	0.049
	Followers	212	3.82	0.707	0.049			

Interpretation: In the above table 4, researcher compared, whether private banks supervisors and subordinate's perception carry a significant difference regarding follower's performance. T-Test' at significance level $\alpha=0.05$ depicts that followers performance p-value found less than 0.05 which stated "significant difference" in their perception. This stated that both the respondent supervisor (self-rating) & subordinates (follower rating) in public and private banks have different perception for follower's performance, [20] Mehta, & Mahajan (2012).

Findings: 1st Hypothesis: After analysis of the data, researcher test the 1st hypothesis, and results from table 1 exhibits that sig value of all factors i.e. (IIA -0.662, IIB-0.524, IC-0.059, IM-0.585, IS-0.548, CR-0.369, MBEA-0.951) is more than p value - 0.5. At 5% significance level of two-tailed tests has also found with no notable variance in leadership factors among supervisor (self-rating) and subordinates (follower rating) in public banks. This has accepted the null-hypothesis that H_{01} : "There is no significant difference in leader's perception and follower's perception about factors of leadership style in Public Banks" However, the result displayed the differences in the mean score of few factors of banks managers leadership style in banks.

2nd Hypothesis: After analysis of the data, researcher test the 2nd hypothesis, and results from table 2, exhibits that sig value of all factors i.e. (IIA -0.026, IIB-0.018, IC-0.000, IM-0.050, IS-0.006, CR-0.019, MBEA-0.000, MBEP-0.000 and NP-0.00) is more than p value - 0.5. At 5% significance level of two-tailed tests has also found with no notable variance in leadership factors among supervisor (self-rating) and subordinates (follower rating)

in private sector banks. This has rejected the null-hypothesis that H_{02} : "There is no significant difference in leader's perception and follower's perception factors of leadership style in Private Banks" However, the result displayed the differences in the mean score in factors of leadership style in banks managers of private banks, [21] Faud N Shaikh, (1988).

3rd and 4th Hypothesis: After analysis of the data, researcher test the 3rd & 4th hypothesis, and results from 3 and 4 table, exhibits that sig value of follower performance (0.003) in public banks and (0.049) in private banks is less than p value-0.5. At 5% significance level of two-tailed tests has found with notable variance in followers' performance among supervisor (self-rating) and subordinates (follower rating) in public and private sector banks. Result has rejected the null-hypothesis that H_{03} : "There is no significant difference in leader's perception and follower's perception about follower's performance in Public Banks". Result also rejected the null-hypothesis that H_{04} : "There is no significant difference in leader's perception and follower's perception about follower's performance in Private Banks". Finding displayed the significant differences in the mean score of follower's performances in public & private banks.

V. PROPOSED SOLUTION & RECOMMENDATION:

Banking sector largely allocate responsibilities to managers in the role of leader who endorsed the influence on their subordinates, [22] Bichango O.E (2012). This case on public and private banks stated that in some factors, the supervisor and the subordinate graphs signify completely

contradictory state, whereas in others its touching in the identical direction, [23] Garg, Shalini, & Shilpa Jain (2013). In public banks, no distinct discrepancy found in subordinate opinion with the supervisor's self-perception about their leadership style. Although, the highest mean score was given to inspirational motivation of transformational leadership style as per leader's perception [24] (Belias D. & Koustelios, 2014). While subordinates perceived that Idealized Influence Behaviours of transformational leadership style of supervisor has highest score, [25] Bass (1990). In public banks, significant difference was found among supervisor and subordinates' perception regarding level of subordinates' performance with shows acceptable mean score. Leaders over supposed themselves more as transformational leader, which found identical with followers' opinion in public banks, and depicts leader supported their followers by entrusting them and showing pride along with individual team consideration. In private banks, strong difference found in subordinate and supervisor's perception about their leadership style. The highest mean was given to Idealized Influence Behaviours of transformational leadership style as per leader's perception while subordinates perceived that inspirational motivation of transformational leadership style, [26] Bhandarker (2015). Contingent Reward of transactional leadership style of supervisor has highest score. Significant difference found among supervisor and subordinates' perception regarding level of subordinates' performance with depicts satisfactory mean score.

VI. CONCLUSION AND IMPLICATIONS:

The purpose of this case is to compare the leadership styles of managers from superior's perception through self-rating and their follower's perception through followers rating in public and private banks. This current case on public and private banks from leaders and follower's perception basically indicate that the banks managers follow more of transformational style followed by transactional and then laissez faire style in public and private banks. Result supported by [27, 28] Akhtar, (2002), Lowe, K., Kroeck, K., & Sivasubramaniam, N (1996). Followers' performance also found at the moderate level from the perception of both respondents in public and private banks. But private banks leaders perceived their follower's performance comparative less than what follower's self-perception depicts about their performance. In private banks, massive dissimilarity exposes the lack of leader's self-knowledge & poor style, which leads to an adverse organizational milieu in comparison to public banks. Perception difference on follower performance in public and private banks depicts in this case that somewhere there is a lack of interactive relation and understanding in subordinates and supervisors, [29] Bennett (2009). Consequently, banks leader must think about their behavioral approach that how their behavior reflects their follower's psychology which ultimately influences their work performance. Leader and follower must understand their inter-personal approach and collectively must gather efforts for identical &

collaborative strategies through additional communication, consideration and compassion for long term growth, and high performance, [30] M. Iqbal (2005).

This study took a primary look at the behavioural manifestations of transactional and transformational leadership that are unique to Indian banks. Banks leaders are required to display their knowledge and alertness of executing diverse tactics to leadership style and which further ensure constructive outcomes from every stakeholder, along with the skill to judgmentally reflect their style of leadership on performance, [31,32] Pulapa S.R, Ponnusamy (2008). Supervisors are required to improve their familiarity with their leadership pattern, which they are practicing. Leaders such efforts could make an ultimate connection towards the attainment of organization's vision along with their subordinate's welfare.

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