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LEADER AND SUBORDINATE PERCEPTION ON LEADERSHIP STYLES: A COMPARATIVE STUDY BETWEEN PRIVATE AND PUBLIC BANK SECTORS

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ABSTRACT

The aim of this paper is to study the leader and subordinate perception on leadership styles in public bank and private bank sectors. A sample of 350 employees of public bank sector (Andhra bank) and 350 employees of private bank sectors (ICICI Bank) had taken for the purpose of the study. The coastal districts of Andhra Pradesh such as, Krishna, Nellore and Prakasam have been purposively selected for the present study. leaders perceived leader closely monitors employees to ensure they are performing correctly, leader likes the power that his leadership position holds over subordinates must be directed or threatened with punishment by the leaders in public sector where as private banks it is always tried to include one or more employees in determining what to do and how to do it, employees are informed about what has to be done and how to do it. Subordinates perceived employee's suggestions are not considered and also no time for them, leader likes the power that his leadership position holds over subordinates, leader likes to use his leadership in public sector but private sectors leader likes the power that his leadership position holds over subordinates, Employees have the right to determine their own organizational objectives.

KEY WORDS

Leader, subordinate, leadership styles and Bank.

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INTRODUCTION[1]

In today's fast-changing world, leadership issues are getting increasingly important in organizations both at policy and implementation level. A sense of urgency is being experienced to improve the performance of organizations to meet the interests and expectations of the nation and the citizens. And

there is realization that it is effective leadership that can help organizations make the critical transition from intention to implementation, potential to performance and policy to practice.

Leadership is a process in which a leader attempts to influence his or her followers to establish and accomplish a goal or goals. In order to accomplish the goal, the leader exercises his or her power to influence people. That power is exercised in earlier stages by motivating followers to get the job done and in later stages by rewarding or punishing those who do or do not perform to the level of expectation. Leadership is a continuous process, with the accomplishment of one goal becoming the beginning of a new goal.

The preferred styles of Malaysian managers were participative and consultative. This study had come up with a new leadership style, which was named by the researcher as involvement leadership style, which reflected the extent to which the leader got involved with the activities of the employees[1]. Transformational leadership style helped the leader in enhancing their employees' trust and commitment. Transformational leader gave the solution of the problems frequently, which enhanced motivation and commitment of employee[2]. In many organizations, especially public ones, transformational leadership was more effective than transactional leadership. Skilled transformational managers had the ability tosupport and educate employees, while challenging them to stretch themselves in order to do their jobs. By their own behaviour, such transformational managers offered an imitation model and helped encourage the employees in their efforts to promote aims and goals[3].

Transformational and transactional leadership positively correlated with the job success and satisfaction while transformational leadership found more significant and strong relationship with job success and career satisfaction as compared to transactional leadership. They also investigated the relationship of employee value with organizational culture and how to provoke a sense of commitment in employee to increase the level of attachment with the organization which reduced the employee turnover and absenteeism. While discussing its importance, the study also gave a direction to the policy makers to increase the commitment of their employees by changing the leadership style in the organizations[4]. The leaders who were strongly motivated by efficiency concerns and were likely to be more goal-oriented. Due to this, these leaders might be less inclined to consider the possible outcomes of their decisions for the other team members (relative to the outcomes for themselves). Such leaders may have a high propensity to opt for an autocratic leadership style[5].

Extroversion was the personality trait, which was found to be significant with Leading Change. This revealed that in order for the manager to bring about change, he/she had to be extroverted. Bringing about change required influencing the followers and influencing followers cannot exist without manager's direct contact with them. The researcher believed that a leader cannot bring about change if he/she were introverted. Bringing about change in the organization was a very challenging task. Therefore, if the leader was not extroverted enough to influence the followers and lead change, it would be difficult for change to be brought about. Managers who were extroverted were assertive, energetic and dominant. They also seek out positions of authority. These traits were important for them to bring about change[6]. The four dimensions to magnify its qualities including charisma, individual consideration, intellectual stimulation and inspiration. In addition, it was actually a leadership that got people to do more in achieving high performance. The special qualities that often characterized transformational leaders include vision, charisma, symbolism, empowerment, intellectual stimulation and integrity. Actually there were two types of leadership that fell under transformational leadership, which were charismatic and visionary leadership[7]. The variations in leadership styles came from the different workforce ideas and also leadership styles varied culture to culture. The leadership style and its impact on culture found that transactional leaders operated in a boundary of existing culture, while transformation leaders operated to align the culture of the organization with vision of the organization[8].

There was no universally accepted leadership style applicable to hospitality industry. Managers should adapt their leadership style to the new requirements, both in the internal, as well as the external environment of the enterprise. The often repeated statement that the democratic leadership style was the best choice could be wrong because, in some conditions, it was necessary to apply the autocratic leadership style, if this step could assist the manager to accomplish the organizational goals[9]. In the past, most of the workforce were not well educated, hence the authoritative type of leadership were needed to ensure that the employees able to function towards achieving the organizational goals and objective. However, nowadays most of the employees were well educated, exposed to the new era of modernization, and not to mention with the digital age, the knowledge and expectation of the employees were vast. In order, not to frustrate the employees further, a manager should have charismatic qualities in leading the subordinates or employees. By having a charismatic leaders or managers the employees would feel that they were special, accepted or established in the organization, empowered, able to respect the leader as being extraordinary and tangible in the workplace. In short, having these qualities would indirectly motivate the employees to spend more hours working and kept up contributing to the organization improvement and achievement[10]. The behaviour of both leadership styles considered strong determinant of organization success. It also concluded that transformational leadership had higher effect than transactional leadership for quality improvement in the organizations[11].

METHODOLOGY AND SAMPLING
Sample Design
The secondary and primary data are collected from the sources of the selectedorganizations in public and private sectors, this viz., Andhra bankand ICICI Bank and their employees covering the districts ofCoastal Andhra in Andhra Pradesh. The ANDHRA BANK in public bank sector and the ICICI Bank in private sector is purposively selected for the study due to familiarity of the researcher. The leadership in selected public bank and private sector was analyzed by collecting the data from ANDHRA BANK and ICICI Bank from districts of coastal Andhra of Andhra Pradesh namely, Nellore, Prakasam and Krishna with a sample size of 700.

METHODOLOGY
To study the difference between perceptions of leadership styles of leaders, perception of leadership styles of subordinates both public and private bank sectors t-test and weighted mean is worked out.

RESULTS AND DISCUSSION
Research Hypotheses
First Hypothesis
There is no significant difference in perception of leadership styles among the leaders in public bank and private sector.
Second Hypothesis
There is no significant difference in perception of leadership styles among the subordinates in public bank and private sector.
Leader's perception-leadership styles
The perception of the leadership styles of leaders regarding decision making, participation of employees, communication of vision, setting of priorities to employees, delegation of authority, leadership power, process of monitoring, motivational practices, encouraging creativity in employees, participation, responsibility when something goes wrong, resolving the conflicts in role differences, commitment for achieving objectives, self direction in ANDHRA BANK and ICICI Bank are analyzed by working out weighted mean and t-test and the results presented in Table No.1.

In ANDHRA BANK, the results show that new hires are not allowed to make any decisions unless it is approved by leader, leader closely monitors employees to ensure they are performing correctly, Leader likes the power that his leadership position holds over subordinates and employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives are almost always true as perceived by the leaders in ANDHRA BANK.

The results also indicate that it is always tried to include one or more employees in determining what to do and how to do it, employee's suggestions are not considered and also no time for them, employees are informed about what has to be done and how to do it, E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely and employees are then expected to act upon the information, leader delegates tasks in order to implement a new procedure or process, when there are differences in role expectations, leader works with them to resolve the differences, leader likes to use his leadership power to help subordinates grow and employees seek mainly security are frequently true as perceived by the leaders in ANDHRA BANK.

Employees always vote whenever a major decision has to be made, when things go wrong and there is a need to create a strategy to keep a project or process running on schedule, by calls a meeting to get employee's advice and workers know more about their jobs than me, so leader allows them to carry out the decisions to do their job are occasionally true as perceived by the leaders in ANDHRA BANK.

From the table, it is clear that it is always retained the final decision making authority within the department or team, leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate, when something goes wrong, leader tells employees that a procedure is not working correctly and he establishes a new one, leader allows employees to set priorities with his guidance, employees will exercise self-direction if they are committed to the objectives and employees have the right to determine their own organizational objectives are seldom true as perceived by the leaders in ANDHRA BANK.

Employee ideas and input are sought for an upcoming plans and projects, for a major decision to pass in my department, it must have the approval of each individual or the majority, environment is created where the employees take ownership of the project and allow them to participate in the decision making process, employees are allowed to determine what needs to be done and how to do it, each individual is responsible for defining their job, leader

likes to share his leadership power with my subordinates, employees know how to use creativity and ingenuity to solve organizational problems and employees can lead themselves just as well as leader can are almost never true perceived by the leaders in ANDHRA BANK.

While in the ICICI Bank, the results indicate that it is always tried to include one or more employees in determining what to do and how to do it, employees are informed about what has to be done and how to do it, leader closely monitors employees to ensure they are performing correctly and leader likes the power that his leadership position holds over subordinates are almost always true as perceived by the leaders.

The results show that it is always retained the final decision making authority within the department or team, employee ideas and input are sought for an upcoming plans and projects, when things go wrong and there is a need to create a strategy to keep a project or process running on schedule, by calls a meeting to get employee's advice, employees are allowed to determine what needs to be done and how to do it, leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate, leader allows employees to set priorities with his guidance, leader delegates tasks in order to implement a new procedure or process, when there are differences in role expectations, leader works with them to resolve the differences, leader likes to use his leadership power to help subordinates grow, employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives and employees seek mainly security are frequently true as perceived by the leaders in the ICICI Bank.

The results also indicate that employees always vote whenever a major decision has to be made, for a major decision to pass in my department, it must have the approval of each individual or the majority, environment is created where the employees take ownership of the project and allow them to participate in the decision making process, new hires are not allowed to make any decisions unless it is approved by leader, each individual is responsible for defining their job, employees will exercise self-

direction if they are committed to the objectives, employees know how to use creativity and ingenuity to solve organizational problems and employees can lead themselves just as well as leader can are occasionally true as perceived by the leaders in the ICICI Bank.

The t-value of 36.924 is significant at one per cent level indicating that there is a significant difference in perception of leadership styles among the leaders in ANDHRA BANK and ICICI Bank. Hence, the null hypothesis of there is no significant difference in perception of leadership styles among the leaders in public bank and private sector is rejected.

SUBORDINATES PERCEPTION LEADERSHIP STYLES

The perception of the leadership styles of subordinates regarding decision making, participation of employees, communication of vision, setting of priorities to employees, delegation of authority, leadership power, process of monitoring, motivational practices, encouraging creativity in employees in ANDHRA BANK and ICICI Bank are analyzed by working out weighted mean and t-test and the results presented in Table No.2.

In ANDHRA BANK, the results indicate that subordinates' suggestions are not considered and also no time for them, leader likes the power that his leadership position holds over subordinates, leader likes to use his leadership power to help subordinates grow, employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives and employees seek mainly security are almost always true as perceived by the subordinates in ANDHRA BANK.

The results also show that subordinates are informed about what has to be done and how to do it, new hires are not allowed to make any decisions unless it is approved by leader, leader closely monitors employees to ensure they are performing correctly, employees have the right to determine their own organizational objectives and employees know how to use creativity and ingenuity to solve organizational problems are frequently true as perceived by the subordinates in ANDHRA BANK.

From the results, it is observed that employees always vote whenever a major decision has to be made, E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely and employees are then expected to act upon the information, when something goes wrong, leader tells employees that a procedure is not working correctly and he establishes a new one, leader delegates tasks in order to implement a new procedure or process, when there are differences in role expectations, leader works with them to resolve the differences, employees will exercise self-direction if they are committed to the objectives and employees can lead themselves just as well as leader can are occasionally true as perceived by the subordinates in ANDHRA BANK.

From the above table, it is clear that when things go wrong and there is a need to create a strategy to keep a project or process running on schedule, by calls a meeting to get employee's advice, leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate, Workers know more about their jobs than me, so leader allows them to carry out the decisions to do their job and leader allows employees to set priorities with his guidance are seldom true as perceived by the subordinates in ANDHRA BANK.

The results also indicate that it is always retained the final decision making authority within my department or team, it is always tried to include one or more employees in determining what to do and how to do it, employee ideas and input are sought for an upcoming plans and projects, for a major decision to pass in my department, it must have the approval of each individual or the majority, environment is created where the employees take ownership of the project and allow them to participate in the decision making process, employees are allowed to determine what needs to be done and how to do it, each individual is responsible for defining their job and leader likes to share his leadership power with my subordinates are almost never true perceived by the subordinates in ANDHRA BANK.

In ICICI Bank, the results show that employees are informed about what has to be done and how to do it,

leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate, leader delegates tasks in order to implement a new procedure or process, leader closely monitors employees to ensure they are performing correctly, leader likes the power that his leadership position holds over subordinates, Employees have the right to determine their own organizational objectives, employees seek mainly security and employees know how to use creativity and ingenuity to solve organizational problems are almost always true as perceived by the subordinates.

The results show that employee ideas and input are sought for an upcoming plans and projects, E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely and employees are then expected to act upon the information, employees are allowed to determine what needs to be done and how to do it, new hires are not allowed to make any decisions unless it is approved by leader, workers know more about their jobs than me, so leader allows them to carry out the decisions to do their job, when something goes wrong, leader tells employees that a procedure is not working correctly and he establishes a new one, leader allows employees to set priorities with his guidance, when there are differences in role expectations, leader works with them to resolve the differences, each individual is responsible for defining their job, leader likes to use his leadership power to help subordinates grow, employees will exercise self-direction if they are committed to the objectives and employees can lead themselves just as well as leader can are frequently true as perceived by the subordinates in the ICICI Bank.

The results also indicate that it is always retained the final decision making authority within my department or team, employees always vote whenever a major decision has to be made, when things go wrong and there is a need to create a strategy to keep a project or process running on schedule, by calls a meeting to get employee's advice, leader likes to share his leadership power with my subordinates and employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives are occasionally true as perceived by the subordinates in the ICICI Bank.

From the results, it is observed that it is always tried to include one or more employees in determining what to do and how to do it, employee's suggestions are not considered and also no time for them, for a major decision to pass in my department, it must have the approval of each individual or the majority and environment is created where the employees take ownership of the project and allow them to participate in the decision making process are seldom true as perceived by the subordinates in the ICICI Bank.

The t-value of 57.826 is significant at one per cent level indicating that there is a significant difference in perception of leadership styles among the subordinates in public bank and ICICI Bank. Therefore, the null hypothesis of there is no significant difference in perception of leadership styles among the subordinates in public bank and private sector is rejected.

Table No.1: Perception of Leadership Styles of Leaders in ANDHRA BANK and ICICI Bank

S.No	Leadership Styles	ANDHRA BANK		ICICI Bank		t-Value	Sig
		Weighted Mean	Status	Weighted Mean	Status		
1	It is always retained the final decision making authority within my department or team	1.27	ST	3.67	FT	-	-
2	It is always tried to include one or more employees in determining what to do and how to do it	4.54	FT	4.53	AAT	-	-
3	Employees always vote whenever a major decision has to be made	3.23	OT	3.76	OT	-	-
4	Employee's suggestions are not considered and also no time for them	4.11	FT	1.72	ST	-	-
5	Employee ideas and input are sought for an upcoming plans and projects	1.42	ANT	4.20	FT	-	-
6	For a major decision to pass in my department, it must have the approval of each individual or the majority	1.75	ANT	3.23	OT	-	-
7	Employees are informed about what has to be done and how to do it	4.10	FT	4.71	AAT	-	-
8	When things go wrong and there is a need to create a strategy to keep a project or process running on schedule, by calls a meeting to get employee's advice	2.43	OT	4.65	FT	-	-
9	E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely. Employees are then expected to act upon the information	3.64	FT	2.65	ST	-	-
10	Environment is created where the employees take ownership of the project and allow them to participate in the decision making process	1.23	ANT	3.11	OT	36.924	0.01
11	Employees are allowed to determine what needs to be done and how to do it	1.47	ANT	3.65	FT	-	-
12	New hires are not allowed to make any decisions unless it is approved by leader	4.82	AAT	3.23	OT	-	-
13	Leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate.	2.43	ST	4.19	FT	-	-
14	Workers know more about their jobs than me, so leader allows them to carry out the decisions to do their job	3.37	OT	1.86	ST	-	-

15	When something goes wrong, leader tells employees that a procedure is not working correctly and he establishes a new one	1.71	ST	2.09	ST	-	-
16	Leader allows employees to set priorities with his guidance	2.37	ST	4.18	FT	-	-
17	Leader delegates tasks in order to implement a new procedure or process	4.07	FT	4.28	FT	-	-
18	Leader closely monitors employees to ensure they are performing correctly	4.74	AAT	4.81	AAT	-	-
19	When there are differences in role expectations, leader works with them to resolve the differences	3.79	FT	4.07	FT	-	-
20	Each individual is responsible for defining their job	1.27	ANT	2.77	OT	-	-
21	Leader likes the power that his leadership position holds over subordinates	4.93	AAT	4.81	AAT	-	-
22	Leader likes to use his leadership power to help subordinates grow	3.78	FT	4.13	FT	-	-
23	Leader likes to share his leadership power with my subordinates	1.22	ANT	2.27	ST	-	-
24	Employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives	4.86	AAT	4.21	FT	-	-
25	Employees will exercise self-direction if they are committed to the objectives	2.07	ST	3.21	OT	-	-
26	Employees have the right to determine their own organizational objectives	2.19	ST	2.26	ST	-	-
27	Employees seek mainly security	4.03	FT	4.07	FT	-	-
28	Employees know how to use creativity and ingenuity to solve organizational problems	1.17	ANT	2.76	OT	-	-
29	Employees can lead themselves just as well as leader can	1.24	ANT	3.43	OT	-	-

Source: Primary and Computed Data

Note: AAT= Almost Always True if Weighted Mean is 5.00

FT= Frequently True if Weighted Mean is 4.00

OT= Occasionally True if Weighted Mean is 3.00

ST= Seldom True if weighted mean is 2.00

ANT= Always Never True if weighted mean is 1.00.

Table No.2: Perception of Leadership Styles of Subordinates in ANDHRA BANK and ICICI Bank

S.No	Leadership Styles	ANDHRA BANK		ICICI Bank		t-Value	Sig
		Weighted Mean	Status	Weighted Mean	Status		
1	It is always retained the final decision making authority within my department or team.	1.21	ANT	2.34	OT	-	-
2	It is always tried to include one or more employees in determining what to do and how to do it	1.15	ANT	2.34	ST	-	-
3	Employees always vote whenever a major decision has to be made	3.05	OT	3.0	OT	-	-
4	Employee's suggestions are not considered and also no time for them	4.61	AAT	2.23	ST	-	-
5	Employee ideas and input are sought for an upcoming plans and projects	1.45	ANT	4.32	FT	-	-
6	For a major decision to pass in my department, it must have the approval of each individual or the majority	1.12	ANT	2.14	ST	-	-
7	Employees are informed about what has to be done and how to do it	4.64	FT	4.64	AAT	-	-
8	When things go wrong and there is a need to create a strategy to keep a project or process running on schedule, by calls a meeting to get employee's advice	1.44	ST	3.45	OT	-	-
9	E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely. Employees are then expected to act upon the information	2.76	OT	3.80	FT	-	-
10	Environment is created where the employees take ownership of the project and allow them to participate in the decision making process	1.12	ANT	2.33	ST	57.826	0.01
11	Employees are allowed to determine what needs to be done and how to do it	1.45	ANT	3.82	FT	-	-
12	New hires are not allowed to make any decisions unless it is approved by leader	3.65	FT	4.12	FT	-	-
13	Leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate	2.24	ST	4.3	AAT	-	-

14	Workers know more about their jobs than me, so leader allows them to carry out the decisions to do their job	2.86	ST	4.02	FT	-	-
15	When something goes wrong, leader tells employees that a procedure is not working correctly and he establishes a new one	3.25	OT	4.14	FT	-	-
16	Leader allows employees to set priorities with his guidance	2.16	ST	4.3	FT	-	-
17	Leader delegates tasks in order to implement a new procedure or process	3.86	OT	4.68	AAT	-	-
18	Leader closely monitors employees to ensure they are performing correctly	4.24	FT	4.72	AAT	-	-
19	When there are differences in role expectations, leader works with them to resolve the differences	2.75	OT	4.04	FT	-	-
20	Each individual is responsible for defining their job	1.22	ANT	3.72	FT	-	-
21	Leader likes the power that his leadership position holds over subordinates	4.34	AAT	4.90	AAT	-	-
22	Leader likes to use his leadership power to help subordinates grow	4.75	AAT	4.46	FT	-	-
23	Leader likes to share his leadership power with my subordinates	1.12	ANT	3.24	OT	-	-
24	Employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives	4.86	AAT	3.40	OT	-	-
25	Employees will exercise self-direction if they are committed to the objectives	3.23	OT	4.24	FT	-	-
26	Employees have the right to determine their own organizational objectives	4.54	FT	4.	AAT	-	-
27	Employees seek mainly security	4.64	AAT	4.82	AAT	-	-
28	Employees know how to use creativity and ingenuity to solve organizational problems	4.73	FT	4.82	AAT	-	-
29	Employees can lead themselves just as well as leader can	3.12	OT	3.68	FT	-	-

Source: Primary and Computed Data

Note: AAT=Almost Always True if Weighted Mean is 5.00, FT= Frequently True if Weighted Mean is 4.00
OT= Occasionally True if Weighted Mean is 3.00, ST= Seldom true if weighted mean is 2.00
ANT= Always Never True if weighted mean is 1.00.

CONCLUSION

In public sector bank leader closely monitors employees to ensure they are performing correctly, leader closely monitors employees to ensure they are performing correctly, but it is regard to private sectors employees are informed about what has to be done and how to do it, Employee's suggestions are not considered and also no time for them, E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely and employees are then expected to act upon the information and Employee's suggestions are not considered and also no time for them, E-mails, memos or voice mails are sent to get the information and the meeting is called very rarely and employees are then expected to act upon the information. Subordinates' perception in public sectors, leader likes the power that his leadership position holds over subordinates, leader closely monitors employees to ensure they are performing correctly, When it comes to private sectors subordinates opinioned that leader asks employees for their vision of where they see their jobs going and then use their vision where appropriate, employees always vote whenever a major decision has to be made and employee's suggestions are not considered and also no time for them.

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