

Relationship between Demographical Variables and Leadership and Motivational Styles of Bank Managers in Kolkata

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[Abstract] This study examines branch managers' perception of their own leadership and motivational styles in different public/ private sector banks in Kolkata. A random sample of 302 bank managers/ AGMs is studied and the result shows that the leaders' demographic profiles are not predicting factors in determining leadership (transactional/transformational/ laissez faire), (authoritarian/ participative/ delegative) and motivation style (intrinsic / extrinsic). But, the types of the bank (public/private) predict their transactional/transformational/ laissez-faire leadership style. In public banks, branch managers/ AGMs are more transformational as compared to the same in private banks. Again, types of banks have no impact upon leadership (authoritarian/ participative/ delegative) and motivational style (intrinsic/ extrinsic).

[Keywords] Transactional/Transformational/Laissez-faire leadership style, Authoritarian/ Participative/ Delegative leadership styles, Intrinsic and Extrinsic motivation

Introduction

India's banking sector is sufficiently capitalized and well-regulated and the operation of all the banks is controlled by Reserve Bank of India. Public sector banks are controlled and managed by the Government of India and have been serving the nation for over centuries with their affordable and quality services. Private Banks do not have any government stakes, but have gained quite a strong foothold in the Indian banking industry over the last few years especially because of optimum use of technology.

The Role of a Branch Manager in the Bank: Bank branch managers play the leadership role in the bank and are responsible for deposit information, sales and lending goals, service scoring and feedback, errors and discrepancies in deposit or account reconciliations, and success in marketing or selling various products. Thus, the bank branch manager is graded and evaluated to determine the effectiveness of the branch and provides a window to evaluate just how smoothly the branch operates underneath his or her management.

Concept of Leadership: In the opinion of Peter F. Drucker (1909 - 2005), Leadership was lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.

Weber (1947) and Bass (1981) - Transactional, Transformational, Laissez faire Leadership Style: The transactional leadership style was based on the hypothesis that followers were motivated through a system of rewards and punishment and consists of the active factors of contingent-reward and active management-by-exception. The transformational leaders could exploit a need of the follower, but higher order needs were closely aligned with the internal motivational factors of the follower and they were looking to satisfy a greater need of an individual. Transformational leadership consisted of active factors of charisma, inspirational motivation, idealized influence, individualized consideration and intellectual stimulation. A laissez faire leader gave followers the opportunity to make decisions. The lack of direction could lead to anarchy if this form of leadership could remain in place for an extended period of time. Laissez-faire leadership consisted of passive management -by-exception and an avoidant approach to leadership.

Kurt Lewin's (1890–1947) Leadership Style Framework-Authoritarian, Participative, Delegative Style: Authoritarian Style (Autocratic) was primarily used when the leader retained most of the authority in the group and commanded the employees with orders, without consulting the followers or taking their

suggestions into consideration (U.S. Army Handbook, 1973). Authoritarian style could also be an extreme form of transactional leadership, where the leader had absolute power over the employees and was comfortable to control the situation. The authoritarian style could be perceived as being controlling, bossy and dictatorial (Sharma & Bhal, 2003).

Participative Style (Democratic): Modern organizations considered this style as the most effective since it was associated with the leader inviting the members to participate and contribute to the decision-making process and also empowering them. This style was normally used when the leader and the team members shared relevant dependent information where team working was essential and quality was more important than speed to increase productivity. Democratic leaders offered guidance to group members, they allowed input from other group members but the leader maintained the final decision-making authority. Participative leadership increased job satisfaction and helped to develop individual's skills to participate in taking responsibility. This led to a higher rate of trust between team members and team leaders and better decision-making processes (Schriesheim, 1982).

Delegating leaders offered little guidance to group members and left decision-making up to group members to complete tasks as they saw fit and the leader performed the role of a mentor. The leader was still responsible for the final decisions that were made (Newstrom & Davis, 1993). This style was used when employees could analyze the situation and determined what should be done and how to do it in the situations where group members were highly qualified in an area of expertise and skilled self-starters.

Concept of Motivation: Robbins defined motivation as the willingness to exert high levels of efforts towards organizational goals, conditioned by the effort ability to satisfy some individual need”.

Herzberg's Two- Factor Theory- Intrinsic vs Extrinsic Motivation: Intrinsic motivation referred to a desire to work primarily because the work itself was interesting, challenging and satisfying to the person, while extrinsic motivation referred to a desire to work for benefits which were not part and parcel of the work experience itself, such as a good pay, status or recognition.

The Association between Leadership and Motivation: Effective leadership was a key factor in the life and success of an organization as leaders proposed new paradigms when old ones lost their effectiveness. On the other hand, motivation was a goal-oriented characteristic that pushed an individual to work hard to achieve his/ her goals. An executive should have the right leadership traits to influence motivation. A leader should be self-motivated and then he/ she could motivate others. Therefore, an effective leader must possess leadership and motivational traits. Thus, Leadership was used as a means of motivating others.

Literature Review

Literature pertaining to the Relationship between Demographical Variables and Leadership Style

Kotur, Anbazhagan (2014) indicated that the demographic leadership style including age and gender had their own influence on the worker's leadership styles in the Chittoor Sugar factory located at Chittoor, a south Indian town. On the other hand, Jonesa, Bekhet (2015) stated that leaders' demographic profiles were not differentiating factors in determining transformational and transactional leadership styles. Egyptian business leaders exhibited varying degrees of both transformational and transactional leadership according to the suitability of a situation and some combination of both might enhance effective leadership and performance.

Mohammed, Othman and D'Silva (2012) indicated that there was no significant difference between social demographic factors and transformational leadership styles and the authorities would further work to reduce the wide gap between male and female in leadership positions. Gautam (2013) stated that the effectiveness of any set of people was largely dependent on the quality of its leadership and effective leader's behavior facilitated the attainment of the follower's desires, which then resulted in effective performance. The above studies showed lot of controversies in the literature so far as role of demographic variables were concerned in determining the leadership style.

Literature pertaining to the Relationship between Demographical Variables and Motivation Style

Kukanja (2013) indicated that demographic and other individual priorities were the key factor to understand the motivation of different groups of employees and there was no general way to approach employee motivation. Urošević, Milijić (2012) suggested that besides the organizational factors, the employees' demographic factors (the professional qualification, years of working experience, age) had a certain influence in employees' satisfaction and motivation. Catania, Randall (2013) stated that there was no significant difference between older and younger members of the sample with respect to their intrinsic motivators. Kepuladze (2010) examined the gender features of motivation (the gender stereotypes) and preferences of labour motivation depended on his/her feature and the differences exist within each sex group.

Soomo, Soomro, Saleh (2015) examined that gender discrimination factors were not much contributing towards employee performance, but it was the single variable in promotion which was positively related with employee performance. But the strength of relationship between gender discrimination in promotion and employee performance was weak (.240). Fapohunda, Tinuke (2013) stated the reasons that men continue to dominate in the job arena, despite the significant headway being made by women.

Rationale of the Study

In light of the theoretical literature and empirical studies related to leadership styles and leaders' motivation, there were controversies regarding the impact of demographical variables upon the leadership and motivational style of the leaders. Few studies considered theory driven hypotheses or used standardized instrumentation. In India, there was hardly any research done to identify the impact of demographical variables on the leadership and motivation style of branch managers/ Assistant General Managers (AGMs) of different public and private sector banks in Kolkata. These limitations created the need to develop an empirical study to get a more conclusive finding to clarify several contradictions.

Objective of the Study

The objective was to determine the impact of demographic variables upon the leadership and motivation style of branch managers/ AGMs from different public and private sector banks in Kolkata which was divided in the following research questions.

- 1) How significant was the relationship between the prevalent leadership styles (transactional, transformational, and laissez-faire) of branch managers (leaders) who participated in this study and the demographic profile in terms of their gender, age, and years of experience in Kolkata?
- 2) How the various leadership styles (Authoritarian, Participative, Delegative) of branch managers/ AGMs in Kolkata was related to the demographical variables (age, gender, years of experience)?
- 3) What was the dependence of the motivation (Intrinsic or extrinsic) that was followed by the branch managers/ AGMs of different public and private sector banks in Kolkata with the demographical variables (age, gender, and years of experience)?
- 4) How the various leadership styles (Transactional, Transformational, Laissez faire) of branch managers/ AGMs were related to the nature of the bank (whether it is public or private) where they were working in Kolkata?
- 5) How the various leadership styles (Authoritarian, Participative, Delegative) of branch managers/ AGMs were related to the nature of the bank (public or private) where they were working?
- 6) How the intrinsic and extrinsic motivations of branch managers/ AGMs were related to the nature of the bank where they were working?

Hypotheses

Keeping these questions in mind, based on the review of literature, the following hypotheses were formulated.

H1: There would be an association between leadership style (Transactional, Transformational, Laissez-faire) of branch managers/AGMs with their gender, age and work experience in both public and private

sector banks in Kolkata.

H2: The leadership style (Autocratic, Participative, Delegative) of branch managers/AGMs would be related to their gender, age, work experience in both public and private sector banks in Kolkata.

H3: Extrinsic and Intrinsic motivation style of branch managers/AGMs in both public and private sector banks in Kolkata would be dependent upon their gender, age and work experience.

H4: There would be an association between leadership style (Transactional, Transformational, laissez-faire) of branch managers/AGMs and the nature of the bank (Public vs Private).

H5: The leadership style (Authoritarian, Participative, Delegative) of branch managers in public banks would be different than the managers of the private banks.

H6: Extrinsic and Intrinsic motivation style of branch managers/AGMs would be related to the nature of the bank (public vs private).

Methodology

This study examined the relationship between leadership and motivational style as perceived by bank managers/ AGMs in both public and private sector banks in Kolkata and their demographics such as gender, age, years of experience at managerial position.

Research Population: In this study, 'Bank managers/ AGMs' in both public and private sector banks in Kolkata were a well-defined group of individuals which could be considered as a population.

Sample: The study used a sample consisted of 302 branch managers/ AGMs in 215 public and 83 private sector banks in Kolkata (North, West, South, and East) by applying probability sampling method (simple random sampling technique).

Demographic Characteristics of Sample

a) Gender-Wise Distribution: Among the sample (N=302), there were 255 (84.43%) males and 47(15.56%) females.

b) Age-Wise Distribution: The range of age was 18 years to above 55 years which was categorised into 4 parts: Age Category 1 [(18-30) years]: n=18; Age Category 2 [(30-40) years]: n=81; Age Category 3 [(40-55) years]: n=141; Age Category 4 (Above 55 years): n=62. It implied that among the sample, 5.96 %, 26.82 %, 46.68 % and 20.52 % were included in age category 1, 2, 3 and 4 respectively.

c) Work-Experience-Category-Wise Distribution: Work experience of Branch managers/ AGMs were classified into 4 categories: Experience Category 1 [(0-10) years]: n=179; Experience Category 2 [(10-20) years]: n=88; Experience Category 3 [(20-30) years]: n=25; Experience Category 4 [(30-40) years]: n=10. Hence, among the sample, 59.27%, 29.13 %, 8.27 % and 3.31 % were included in experience category 1, 2, 3, 4 respectively.

Tests: In this study, four questionnaires were used to collect the data from the branch managers/ AGMs in Kolkata.

Questionnaire 1: This was the demographical sheet which included information regarding the respondents' gender, age, years of experience, educational qualifications, income level).

Questionnaire 2: The MLQ Short Form, 6S (the Leader/ Self Form) (Bass & Avolio, 1992) was a self-report inventory which was completed by the leader themselves, measuring how they perceived themselves with regard to specific leadership behaviours for each of the situations presented. It was the most widely used instrument to assess transformational leadership theory (Kirkbride, 2006). Cronchbach's Alphas tested for the data used in the study was 0.833 which indicated a high level of internal consistency for the scale.

Questionnaire 3: (Leader Behaviour Scale: Authoritarian, Participative and Delegating Types of Leadership): A Leadership Style Questionnaire was selected to measure leadership styles of the leaders (Branch managers/ AGMs) in Kolkata which was based on the work of Kurt Lewin (Lewin, Lippit & White, 1939) and identified three main leadership styles namely authoritarian, participative and delegative. The Cronchbach's Alfa value tested for the used data is 0.74 which indicated a high level of reliability. The scores on the Leadership Style Questionnaire were normally distributed.

Questionnaire 4 (Herzberg's Two Factor Theory Questionnaire): This instrument was used to

collect information about the 14 factors in terms of their priority considered by different individuals when they were taking up a job. Split-half reliability (N=108) was found to be 0.88.

Test Administration: Four questionnaires were used to collect the data from the branch managers/AGMs of various public, private sector banks in Kolkata from January to May 2015.

Data Analysis was done applying non-parametric statistics (chi-square analysis) for categorical scores using SPSS package 21 since the study was based on ordinal, ranked data.

Results

Descriptive Statistics

Table 1

The Mean and SD of Leaders' Perception of their Leadership Styles

Descriptive Statistics	N	Mean	Std. Deviation
Transformational Leadership	302	3.26	0.51
Factor1 Idealized influence	302	3.35	0.59
Factor2 Inspirational motivation	302	3.37	0.58
Factor3 Intellectual stimulation	319	2.83	0.97
Factor4 Individualized consideration	302	3.31	0.59
Transactional Leadership	302	3.21	0.62
Factor5 Contingent reward	302	3.31	0.69
Factor6 Management by exception	302	3.11	0.71
Laissez-faire leadership	311	2.1	0.95
Factor7	302	2.17	0.89
Valid N (list wise)	302		

Table 2

The Mean & SD of Leaders' Perception of their Leadership Styles

Descriptive Statistics	N	Mean	Std. Deviation
Authoritarian Style	302	30.573	5.0016
Participative Style	302	40.305	4.8135
Delegative Style	302	34.97	5.3224
Valid N (list wise)	302		

Table 3

The Mean & SD of Leaders' Perception of their Motivation Styles

Descriptive Statistics	N	Mean	Std. Deviation
Intrinsic Motivation	302	50.732	8.1866
Extrinsic Motivation	302	53.937	8.4172
Valid N (list wise)	302		

*Testing of Hypothesis*A) Role of Demographic Variables:

Table 4

Relationship between Leadership Styles (Transactional/ Transformational) Vs Gender:

Chi-Square Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.342 ^a	3	.342
Likelihood Ratio	3.098	3	.377
N of Valid Cases	302		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 1.56.

The calculated Chi-square (3) = 3.342 and the P-Value (0.342) was greater than 0.05; thus, it was concluded that gender and leadership styles were not related.

Table 5

Relationship between Leadership style (Transactional/ Transformational) Vs Age

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.520 ^a	9	0.583
Likelihood Ratio	9.516	9	0.391
N of Valid Cases	302		

a. 5 cells (31.3%) have expected count less than 5. The minimum expected count is .60.

The calculated Chi-square (9) = 7.52 and $p=0.583$ which was greater than 0.05. Thus, it was said that leadership style was independent of age.

Table 6

Relationship between Leadership Style (Transactional/ Transformational/ Laissez Faire) vs Work Experience

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.385 ^a	9	0.799
Likelihood Ratio	5.984	9	0.741
N of Valid Cases	302		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .33.

Here, Chi-square (9) = 5.385 and the p-value (0.799) was greater than 0.05. Thus, there was no relationship between work experience at managerial position and leadership style. Hence H1 was rejected (see table 4, 5 and 6).

Table 7

Relationship between Leadership Style (Authoritarian/Participative/ Delegates) vs Gender

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.234 ^a	2	0.89
Likelihood Ratio	0.375	2	0.829
Linear-by-Linear Association	0.109	1	0.742
N of Valid Cases	285		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .14.

Here, Chi-square (2) = 0.234 and the p-value (0.890) was greater than the significance level (0.05), thus the leadership style (authoritarian, participative, delegates) was not related to gender in case of branch managers/ AGMs in both public and private sector banks in Kolkata.

Table 8

Relationship between Leadership Style (Authoritarian/Participative /Delegates) vs Age

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.693 ^a	6	0.35
Likelihood Ratio	6.497	6	0.37
Linear-by-Linear Association	2.008	1	0.156
N of Valid Cases	285		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .06.

Chi-square (6) = 6.693 and the p-value (0.350) was greater than the significance level (0.05); thus, it was said that there was no relationship between age and leadership style.

Table 9

Relationship between Leadership Style (Authoritarian/Participative/Delegates) vs Work Experience

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.485 ^a	6	0.746
Likelihood Ratio	3.48	6	0.747
Linear-by-Linear Association	0.55	1	0.458
N of Valid Cases	285		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .03.

Here, Chi-square (6) = 3.485 & the p-value (0.746) was greater than 0.05; Hence, there was no relationship between leadership style and experience as a manager. Hence H₂ was rejected. (See table 7, 8, 9).

Table 10

Relationship between Motivational Style (Intrinsic, Extrinsic) vs Gender

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.057 ^a	1	0.811		
Continuity Correction ^b	0.006	1	0.939		
Likelihood Ratio	0.057	1	0.811		
Fisher's Exact Test				0.872	0.472
Linear-by-Linear Association	0.057	1	0.811		
N of Valid Cases	301				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 18.74.

b. Computed only for a 2x2 table

Here, Chi-square (1) = 0.057 and The p-value (0.811) was greater than 0.05, thus it was concluded that there was no relationship between motivational style and gender.

Table 11

Relationship between Motivational Style (Extrinsic, Intrinsic) vs Age

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.883 ^a	3	0.597
Likelihood Ratio	1.87	3	0.6
Linear-by-Linear Association	1.58	1	0.209
N of Valid Cases	300		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.14.

Here, Chi-square (3) = 1.883 & p value (0.597) was greater than 0.05, thus, there was no relationship between motivation style (extrinsic, intrinsic) and age.

Table 12

Relationship between Motivational Style (Extrinsic, Intrinsic) vs Work Experience

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.555 ^a	3	0.465
Likelihood Ratio	2.621	3	0.454
Linear-by-Linear Association	1.659	1	0.198
N of Valid Cases	301		

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.99.

The observed Chi-square (3) = 2.555 and p=0.465, which was greater than 0.05, thus there was no relationship between motivational style and experience as a manager. Hence, motivational style (extrinsic vs intrinsic) was independent of demographic variables. Hence, H3 was rejected (See table 10,11, 12).

B. Role of Nature of The Bank in Kolkata

Table 13

Relationship between Leadership Style (Transactional, Transformational, Laissez Faire) vs Nature of The Bank (Public, Private)

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	338.129 ^a	12	0
Likelihood Ratio	215.16	12	0
N of Valid Cases	334		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is .12.

Here, Chi-square (12) = 338.129 & the p-Value (0.000) was less than 0.05, thus, there was a strong association between leadership style (Transactional, Transformational) and nature of the bank (public / private). Hence, H4 was accepted (See table 13).

Table 14

Relationship between Leadership Style (Authoritarian, Participative, Delegative) vs Nature of the Bank (Public, Private)

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.270 ^a	4	0.514
Likelihood Ratio	2.862	4	0.581
Linear-by-Linear Association	0.074	1	0.785
N of Valid Cases	302		

a. 5 cells (55.6%) have expected count less than 5. The minimum expected count is .01.

Since, Chi-square (4) = 3.27 and p=0.514, which was greater than 0.05. Thus, there was no association between leadership style (Authoritarian, Participative, Delegative) and nature of the bank (public / private). Hence, H5 was rejected (See table 14).

Table 15

Relationship between Motivational Style (Extrinsic, Intrinsic) vs Nature of the Bank (Public, Private)

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.240 ^a	2	0.887
Likelihood Ratio	0.237	2	0.888
Linear-by-Linear Association	0.14	1	0.708
N of Valid Cases	301		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.59.

Since, Chi-square (2) = 0.24 and p=0.887, which was greater than 0.05, thus, there was no association between motivational style (Extrinsic, Intrinsic) and nature of the bank (public / private). Hence, H6 was rejected.

Discussion and Conclusion

Descriptive Statistics

Transactional, Transformational, Laissez-faire Leadership: Transformational leadership scores

reported by the participants were the highest of the leadership style scores ($M=3.26\pm 0.51$) which implied that the leaders were of the opinion that they exhibited transformational leadership frequently, if not always; Again participants reported a score for transactional leadership style of ($M=3.21\pm 0.62$) which implied that leaders held the view that they exhibited transactional leadership fairly often; Laissez-faire leadership style was reported as having the lowest score ($M=2.1\pm 0.95$) which implied that the leaders held the opinion that they exhibited laissez-faire leadership sometimes (see table 3).

With regard to the three main leadership styles, transformational leadership was displayed most frequently (3.26), followed by transactional leadership (3.21) and laissez-faire leadership (2.10). Of the nine scale scores, Inspirational Motivation received the highest mean score ($M=3.37$, $SD=.58$), and laissez-faire scale scores received the lowest mean score ($M=2.10$, $SD=.95$).

Table 3 showed that active management-by-exception was exhibited most frequently (3.35), followed by individual consideration (3.21). Avolio and Bass (1995, p. 15) stated that an optimal and balanced MLQ profile implied 3.0 or higher on the transformational components, 2.0 or lower on transactional leadership, and 1.0 or lower on laissez-faire leadership.

Authoritarian, Participative, Delegative Leadership Style: Among the three leadership style scores reported by the participants, authoritarian leadership scores ($M=30.573\pm 5.0016$) were the lowest, participative leadership scores ($M=40.305\pm 4.81$) were the highest; delegative Leadership scores were ($M=34.97\pm 5.32$). Therefore, branch managers' / AGMs' perceptions of their own leadership styles were participative, delegative and authoritarian in the order of their application in the banking sector (see table 4).

Extrinsic vs Intrinsic Motivation Style: (Referring to the table 5) Extrinsic motivation scores reported by the participants are ($M=53.937\pm 8.41$), followed by intrinsic motivation ($M=50.732\pm 8.18$).

Evaluation of Hypotheses

Referring to the Table 4, 5, 6, it was concluded that leadership style (Transactional, Transformational, Laissez-faire) was independent of age, gender and work experience of branch managers/ AGMs in Kolkata. Hence H1 was rejected.

With reference to the table 7, 8, 9, the leadership style (Autocratic, Participative, Delegative) was independent of age, gender, and work experience. Hence H2 was rejected.

Referring to the Table 10, 11, 12, motivation style (Intrinsic, Extrinsic) was independent of age, gender, and work experience of branch managers/AGMs of different public and private sector banks in Kolkata (See Table 10, 11, and 12). Hence H3 was rejected.

Referring to the Table 13, leadership style (Transactional, Transformational and laissez-faire) was dependent upon the nature of the bank (Public, Private) where they were working in Kolkata. Hence H4 was accepted.

Referring to the Table 14, leadership style (Autocratic, Participative, Delegative) was independent of the nature of the bank (Public, Private) where they were working in Kolkata. Hence H5 was rejected.

Referring to the Table 15, motivational style (Extrinsic, intrinsic) was independent of the nature of the bank (Public, Private) where they were working in Kolkata. Hence H6 was rejected. It was shown below.

Hypothesis	Decision
H1	H1 was rejected.
H2	H2 was rejected.
H3	H3 was rejected.
H4	H4 was accepted.
H5	H5 was rejected.
H6	H6 was rejected.

The present study concluded that Leaders' demographic profiles were not differentiating factors in

determining various leadership styles [(transactional, transformational and laissez faire) or (authoritarian, participative, delegating)] and their motivation style (intrinsic, extrinsic). Branch Managers'/AGMs' leadership style (Transactional/ Transformational/ Laissez-faire) was dependent upon the nature of the bank (Public/Private) whereas Authoritarian/Participative/Delegative leadership style and extrinsic, intrinsic motivation styles were not dependent upon the nature of the bank (Public, Private) where they were working in Kolkata.

Among 215 public sector banks, 76 banks (35.3%) were having transactional leaders, 106 banks (49.3%) were having transformational leaders & 7 banks (3.3 %) were having laissez-faire leaders. Among 83 private sector banks, 37 (44.6%) were having transactional leaders, 35 (42.2%) were having transformational leaders & 3 (3.6%) were having laissez-faire leaders. The study showed that leadership style (transactional, transformational, laissez-faire) depended upon the specification of the bank (public, private) where they were working in Kolkata and leaders' demographic profiles were not predicting factors in determining transactional/transformational/ laissez faire leadership styles, authoritarian/ participative/ delegative leadership and motivation style (intrinsic / extrinsic). But the types of the banks (public/private) predicted branch managers'/AGMs' transactional/transformational/ laissez-faire leadership style. The study also concluded that, in public sector banks, branch managers/ AGMs were more transformational in their leadership style as compared to the branch managers/ AGMs of private sector banks. Again types of banks had no impact upon leadership (authoritarian/ participative/ delegative) and motivation style (intrinsic/ extrinsic).

At top level of management, there was no difference between males and females to exercise their duties, responsibilities, leadership role, motivation style; these styles might be dependent upon some situational factors what they faced in organizational premises. Business leaders might exhibit varying degrees of both transformational and transactional leadership style according to the suitability of a situation which were not mutually exclusive, and some combination of both might enhance effective leadership and performance. They must keep on exploring opportunities and finding conditions that would facilitate the success of achieving the ultimate objectives of their organizations. In private banks, leaders were more transactional that meant their work was reward based. But in public sector, leadership styles were not driven by transactions, they did their duties from their inside. Irrespective of their contribution to the work, their salary was fixed, thus they were more transformational in applying their leadership style. Jonesa, Bekhet (2015), Moore, Rudd (2006) supported above findings.

Implication for Practice

Maier (1963) noted that in critical situations, the best action of the leader depended on a range of situational factors and an effective leader did not just fall into a single preferred style in case of decision-making situation. A branch manager's (leader's) work involved communicating, negotiating, and interacting with other people in order to gain their cooperation to get the job done quickly and brought out the best energies of the individual. Thus, a branch manager's motivational style should come from his/her inside; it did not depend upon the demographical factors of the leaders.

Limitations

This study considered only 47 female and 255 male branch managers/AGMs in Kolkata, but the number was not very satisfactory to conclude the gender impact upon the leadership and motivational style in the banking sector. Thus, future studies should be recommended to consider more female leaders to reflect the gender impact upon leadership and motivational style of branch managers/ AGMs in Kolkata. Other situational factors that a branch manager had to tackle every day during the working hours (e.g. targets, challenges, work pressure, quality of work life) should be considered in later studies. There was very short time span for conducting the research only in the adjacent areas of Kolkata & also small number of the respondents (only 302) was taken into consideration. The relationship examined in the study was based on self-perceptions of branch managers/AGMs which was prone to common method variance (Doty & Glick, 1998) in spite of being representative of organization and sample.

Finally, the present research was cross-sectional in nature that meant the data was collected for one time period. This study took a one-shot of the bank managers/AGMs' leadership and motivational style. Instead, a longitudinal approach that permitted following up of these leaders for a number of years would yield more meaningful information in order to assess the predictive validity for future.

Significance of the Study

The present study indicated that the best action of branch managers depended on a range of situational factors in the banks and their motivational style should come from his/her inside; it did not depend upon their demographical factors. Again, nature of the bank (public/ private) determined the particular leadership style (transactional/ transformational/ laissez-faire). The results of this study would also be helpful for the banking sector to establish new essential policies to enhance work motivation and productivity of the bank managers and provide the quality service to their customers. The study would provide a platform for future research and its findings would be the source for future research scholars.

Suggestions for Future Research

To recapitulate, it could be said that leadership and motivation style were multidimensional phenomenon and its determinant would not be dependent on one factor only. The results were preliminary and needed replication in different kinds of samples. More comprehensive research needed to address the above issues and the limitations of the study which could be handled over the next decade.

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