



## Leadership style affecting employee performance

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### Abstract

Quality education is crucial for a country's people resources. This involves teaching pupils' information, skills, and values. The key source and tool are faculty. As engineering and management colleges have grown in the previous two decades, a demand-supply mismatch has formed. In this context, faculty recruitment and retention are key. Demand exceeds supply, causing substantial teacher turnover in recent years. This research explores professor retention variables. Existing literature has been analysed to discover faculty retention factors. A questionnaire was devised and evaluated based on these characteristics.

**Key words:** Leadership, job satisfaction, banking sector

### Introduction

Organization theory emphasises productivity. Managers use resources efficiently to achieve goals. Human ability is a variable resource. Human potential may be the greatest untapped resource. If so, we must understand individual work behaviour. Productivity depends on job performance and resources used. Material and technology are shown. Technology improvements—plant, equipment, and process knowledge—can boost system productivity. Raw material changes can also affect efficiency. Technology's impact on productivity varies by situation. Humans aren't crucial in automated systems. In most organizations, employee performance trumps equipment and raw materials. Strategic and coordinative subsystems depend on human performance even in automated operations.

### Banking sector

Among the world's major economies, India's is particularly noteworthy because of the breadth of its base and the importance of its many sectors, including those related to textiles, sports products, agriculture, services, and more. The banking industry maintains its dominant position within the service sector, and the Indian private banking sector in particular is expanding at a remarkable rate. After the liberalization measures of 1991, India's banking industry went from being stagnant and unproductive to dynamic and competitive. The banking industry is expanding and creating many new job openings, but it has not paid much attention to its workers' emotional intelligence or their psychological issues including stress, strain, and anxiety. Empirical research shows that many people in the banking industry struggle with issues such as workload overload, severe time pressure to complete tasks, working more than



12 hours a day, lengthy commutes, and concerns about losing their jobs, contracts, and other employment-related issues. It's causing a lot of stress at the bank, and a lot of people are sick from it. However, we have yet to initiate any reform program in India that is relevant to workers' psychological issues, since most of the programs' focus is on improving financial performance, inventing for new items, improving the building infrastructure, promoting contemporary methods, etc. Since banks are essential to any economy, this research explored the emerging yet critically relevant topic of emotional intelligence in the banking industry.

### **Review of literature**

(Marquette;2019) Studied “Strategic Alliance Between AGBA, Millikin University, IIM-Rohtak and Gift Society Globalized and Digitalized Era Academy for Global Business Advancement’ s 16th World Congress Indian Institute of Technology Delhi” and found that India's pharmaceutical industry ranks third by volume and fifteenth by value. According to India's Department of Pharmaceuticals, it accounts for 10% of global output by volume and 1.5% by value. Recognizing the huge development potential of the Indian pharmaceutical business and its direct influence on the Indian economy, this article analyses the market structure of Indian pharmaceutical companies and assesses how structure conduct performance affects company profitability. The research indicated that business size, export and import, raw material expenditures, power utilisation, and wage intensity affect profitability, but market share and mergers and acquisitions do not.

(Khanna;2017) Studied “Measuring Job Satisfaction of Academicians Using Herzberg Theory and found that purpose the study aims to test the significance of Herzberg theory in the field of academicians.” The research also intends to assess disparities in academics' work satisfaction by home town, i.e. North India vs. other regions of the nation. Methodologies: The main study used a self-developed questionnaire to gather data. The survey sampled 478 North Indian university instructors. The research employed multiple regression, stepwise regression, and t-test. Findings: The Herzberg job happiness hypothesis applies to academics, according to the research. Motivation and cleanliness are linked to work happiness. According to the survey, academics' work satisfaction levels vary greatly depending on their home location. North Indian academics are happier with motivation and cleanliness than other academicians.

(Madan and Srivastava;2017) Studied “Investigating the role of mentoring in managerial effectiveness-employee engagement relationship: an empirical study of Indian private sector bank managers” The research examines mentorship, management effectiveness, and employee engagement. 300 middle-level bank managers in Delhi/NCR participated in the study. Three validated tools were used to measure research variables. Data analysis employed descriptive statistics, Pearson correlation, and hierarchical regression. The research found that mentorship moderates management effectiveness and employee engagement. Work engagement is a gauge of employee and organisational well-being.

(Dhir and Shukla;2018) Studied “The influence of personal and organisational characteristics on employee engagement and performance” The influence that demographic characteristics have on employee engagement and performance is investigated in this article. Employee engagement and job role performance are correlated with individual demographics like gender,



education, age, working manager management level, tenure, and organisational demographics like size and structural ownership. The report polls 701 Indian managers working in a variety of different industries. Several intriguing findings contribute to a better understanding of the engagement process. Additional analysis is done on the significant variables, utilising techniques such as mean comparison and demographic cross-tabulation.

(Kumari et al.:2017) Studied “Organizational Commitment: A Comparative Study of Public and Private Sector Bank Managers” and found that despite a growing number of studies on organisational commitment, no unifying work measures bank managers' commitment. Organizational commitment is a person's dedication to his/her employer, willingness to work hard for it, and intention to stay. Various factors affect employees' organisational commitment.

### **Private sector banks**

The phrase private sector banks is used to refer to financial institutions that are not owned by the government but rather by private shareholders who own the majority of the institution's shares. They have been very important to the development of both the Indian banking industry and the Indian manufacturing sector during the course of their careers. It has taken well over a century for the private banking sector to create the entire spectrum of technologies, monetary tools, and tactics essential to cope with the difficulties of today. Their management, their organizational culture, and their organizational structure are all extremely well developed. As a direct consequence of this, they have been growing at a breakneck speed over the last several years. In India, there is no lack of private banks, and they are known for their reputation of providing prompt solutions to the demands of their customers. A significant number of foreign financial institutions have opened branches in India in recent years, mostly as a result of globalization. Nowadays, there are likely to be a good number of international financial institutions that are dedicated to offering outstanding client service around the clock. The term Private Banks is now used to refer to the most significant financial institutions that can be found in India. The names “ICICI Bank, ING Vysya Bank, Jammu & Kashmir Bank, YES Bank, Nainital Bank, and Axis Bank”, among others, are among these financial institutions. There is little question that the private banks in India, with their sophisticated technical capacities and vast stores of specialized knowledge, have made a considerable contribution to the expansion of the industry.

### **Perception of emotional intelligence of employees of four private sector banks**

Five dimensions are used to measure emotional intelligence in private banks:

- “Self-Awareness,
- Managing Emotions,
- Self-Motivation,
- Recognizing the Emotions of Others and
- Handling Relationship.”

This highlights the average rating that private sector bank workers give to each of the five components of emotional intelligence. Businesses and schools, both public and private, are



social institutions that rely on competent management and staff in order to succeed. As such, they place a premium on human resource strategies. The hard work and dedication of employees are crucial to the success of any company. Gaining and keeping skilled workers depends heavily on their level of job satisfaction. The term job satisfaction describes how happy an employee is with his or her position and employer. Literature reviews reveal that successful businesses have leaders who foster workplaces where employees may strike a healthy balance between their personal and professional lives. Businesses and organizations cannot thrive without a dedicated and contented workforce. Employee discontent leads to organizational dysfunction, which in turn hurts the company's bottom line. According to a recent survey conducted by the “American Psychological Association in Washington, D.C”., job satisfaction and work-life balance are more important to workers than perks and income when deciding whether or not to stay with their present employers. The foundation of an engaged and productive workforce is a company's commitment to a healthy work-life balance policy. The influence of excellent leadership skills on employee happiness and the development of the business is a critical issue, but so is the effectiveness of policies promoting work-life balance. Policies encouraging a healthy work-life balance increase workers' flexibility and longevity, which in turn boosts productivity in the workplace.

Policies encouraging a healthy work-life balance have consistently been linked to higher rates of job satisfaction and explosive company development. Many workers have left the company because of its poor work-life balance rules, as well as its leadership and executive team's weak interpersonal skills and decision-making. Mediation is provided by participants' levels of satisfaction with their organizations' approaches to work-life balance. One fundamental source of employee motivation and performance reward, job happiness is intrinsically linked to an organization's policy on work-life balance. In doing so, the employee's dedication to the company's success will grow. This is a motivating factor for workers, and it has an effect on their intention to leave their current position. Employers may help their workers strike a better balance between their professional and personal lives by instituting work life balance rules. One definition of job satisfaction is the collection of good feelings and perspectives that employee has about his or her work. Concerns about the toll of long hours at the office began giving rise to the concept of work life balance in the late 1960s. The literature shows that until the mid-1970s, most companies focused on bettering the workplace in terms of design and circumstances. However, in the next decade of the 1980s, the notion of quality work life gained prominence, and it embraced issues that impact workers such as job satisfaction, incentive systems, the physical work environment, employee engagement, rights, and esteem requirements.

### **The relation between Leadership and Job Satisfaction**

Extensive study has been conducted on the topic of leadership in the context of organizational culture, as well as employees' levels of happiness with their jobs. Investigations conducted at Hawthorne University between the years 1924 and 1932 offered evidence in the early 20th century that the behaviours of employees are not entirely explained by monetary incentives but are, instead, affected by their opinions. These studies were carried out between 1924 and 1932.



As a result, the human relations movement emerged, which served as evidence that placing an emphasis on the well-being of one's workforce was an essential aspect of effective leadership. According to the findings of the latter study, “the emphasis that servant leadership places on building community (referred to as a relational emphasis) and clarifying goals (referred to as a task emphasis) is likely to encourage more breadth in defining job performance and, as a result, should increase the measure of job satisfaction” that is present throughout the organization. It has been established that using management strategies that are flexible and participative and that put an emphasis on open lines of communication and employee appreciation may raise work satisfaction, which in turn can boost productivity. Leadership and the culture of an organization are intertwined and cannot exist alone. The chief executive officer is responsible for infusing each employee with their own set of core values and beliefs, which in turn helps define the culture of the organization. On the other hand, civilizations almost never stay constant throughout the course of their histories. As a result, it brings about changes in the behaviours and techniques used by the leader over time. Although the leader is ultimately accountable for building the culture, both the leader and the techniques utilized by the leader are subject to change as a consequence of this dynamic.

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