Chapter 4

Research Design

The research methodology would be based on the procedure used by Kotter and Heskett (1992) in their landmark study on corporate culture and performance. (Corporate culture and performance by John P. Kotter & James L Heskett, New York Free Press). These researchers study several companies over a period using net income growth as the primary measure of financial performance. The survey used in this study asked participants to record their observations about specified cultural practices, norms and leadership practices. The survey findings were indexed and linked to data set on company performance to arrive at the findings. Richard Caron Roi (2006) studied Leadership, corporate culture and financial performance (the University of San Francisco, California) on the same lines, on the basis of feedback from 271 executives of several companies. Roi arrived at the research findings linking the feedback on survey questionnaires on leadership and culture to the net income growth of the companies over a specific period with statistical tools like regression and correlation.

Present Research

The Research would rely on the responses to survey questionnaires on leadership style, and organization culture to be collected from a sample of about 200 (number of actual responses received is 227) branch level employees (assistant, senior assistant, special assistant, and officer Junior Management Grade Scale-I (JMGS-I), Middle Management Grade Scale-II (MMGS-II), Middle Management Grade Scale-III (MMGS-III) to Senior Management Grade Scale-IV (SMGS-IV) (as operational
responsibilities at the branches are handled by these categories of employees) of 32 branches of State Bank of India. The index created out of the responses would be linked to the latest year end profits of these 32 branches and analyzed with statistical measures like regression, correlation etc.

Sampling: Branch level employees who are entrusted with operational responsibilities at the branches viz. assistant, senior assistant, special assistant, officer Junior Management Grade Scale-I (JMGS-I), Middle Management Grade Scale-II (MMGS-II), Middle Management Grade Scale-III (MMGS-III) to Senior Management Grade Scale-IV (SMGS-IV).