ABSTRACT

It is broadly understood that the health of the banking sector is closely integrated to the health of the economy. The economy is traditionally subjected to the born in the economy; the business of banking becomes relatively faster, profitable and robust. Conversely, during the period of recession, the business of banking under goes stress with soaring impaired assets and reduced profitability.

MANAGEMENT AND ORGANIZATIONAL STRUCTURE OF COMMERCIAL BANKS:

The commercial banks in India are essentially branch based organizations with retail outlets spread throughout the length and breadth of the country. The organizational structure of all nationalized commercial bank is more or less of similar nature with minor variations to suit their specific needs. The management structure of a commercial bank consists of three discrete control centers:

1. **Top Management**: Comprising the Chairman, Managing Director, Deputy Managing Directors, who are responsible for corporate/strategic control of the bank.

2. **Circle Management**: Comprising the Chief General Manager and General Managers, who are responsible for the management control of the circle/local Head Office.

3. **Regional Management**: Comprising the Deputy General Manager and Regional Managers, responsible for the operational control of the regions.
The study has taken- Leadership styles of managers from the Middle Management Grade Scale-II. Level to the Senior Management Grade-VI level. Having given a brief biographical background of the managers, which form the data base of the study, the finding of the research effort is presented in three parts. The first part discusses the three hypotheses that relate to the role of situational variable as constraints on the choice of leadership style. The second part comprises the two hypothesis relating to person-centered variables, and the third part contains the findings based on the two hypothesis related to personality variables.

(A) **SITUATIONAL VARIABLES:**

**H01.** Predicted a relation between a manager’s position in the hierarchy and his leadership style, with senior managers adopting a more participative leadership style as compared to the junior managers. The researcher used Table 6.3 and Table 6.4, t-test and ANOVA used and found that as managers move up in the hierarchy their leadership style becomes more consultative and participative, which indicates that senior managers are more self assured and confident than their junior counterparts and therefore, willing to allow subordinates to participate in decision making.

The leadership style of managers in different nationalized commercial banks varies. Banks are different at on the basis of size. It is expected that managers of small, medium and large sized banks would adopt authoritarian, consultative and participative leadership styles, respectively. But, it is proved in Table 6.9 & 6.10, **H03**, the difference in the size of banks does not affect the leadership styles of managers working in these banks.

The leadership style of managers varies with experience. Experienced managers will have a consultatively/participative leadership style as compared to the authoritarian leadership style of less experienced managers. It is given in **H04** and Table 6.11, 6.12,
6.13, concludes that, young, less experienced managers have a benevolent authoritarian leadership style, the order, more experienced managers have a consultative leadership style, and the oldest, most experienced managers have a participative leadership style.

**H05**: The leadership style of managers who had joined the banks as clerks would be authoritarian, while managers who had joined banks in the supervisory cadre would be consultative. The data of the two types of managers are given in Table 6.18 & analysis of variance in Table 6.19 and for the study of mean differences, ‘t’ test used in Table 6.20. The study concludes that, in both cadres they use consultative style of leadership in which managers join banks have no effect on their leadership styles.

**H06**: It concerned with the personality traits of Indian bank managers for which, study of 16PF has been made, questionnaire is used to test the hypothesis. The results were recorded in Table 6.21 and it is concluded that Indian Bank managers are found to possess the personality traits of leaders like integral, dominant, bold, sober, conscientious, controlled composed; with average shrewdness, tender minded, emotional and apprehensive.

**H07**: The study tested the hypothesis, that personality pattern of managers affects their leadership style. The result concluded that benevolent authoritarian managers are more intelligent and critical than consultative managers. In all other personality factor there are no significant differences.