

A Comparative Study on Interpersonal Styles of Managers of Private and Public Banks Of Uttarakhand

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Abstract: Interpersonal styles play a very significant role in the overall development of not only the teams but of the overall organizational at large. Eric Berne have beautifully described the impact on the various ego stages of an individual in terms of transactional analysis stating the parent, adult & child ego states and also described how they are important in developing the transactional profile of individuals in the organization. Further to this SPRIO have added 12 states which focuses on the interpersonal transactional within individuals. The current study is based upon the same logic and is based in the state of Uttarakhand highlighting the comparison between the interpersonal styles of managers of both public and private sector banks through various statistical tools such as mean, standard deviation and z test has been used to describe the comparison. After an in-depth analysis the study found various facts related to the interpersonal style orientation of the managers of both type of banks and has also highlighted the reasons behind them.

Key Words: Interpersonal Styles, Transactional Profile, SPIRO

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I Introduction

The habitual way of a person's interacting with others can be called as his/her interpersonal style. A useful conceptual framework to describe an individual style is Transactional Analysis (TA) Transactional Analysis concepts are quite popular and two basic concepts can be used to understand influence styles, the Ego States and the Existential Positions. Interpersonal relations have been found to be an integral part of the job world over and several studies have established their importance in formal organizations, especially for effective decision making and implementation of decisions. Despite interesting insights offered by numerous studies of interpersonal relations over the past four decades, more remains to be learned about the underlying bases of interpersonal behavior. The present study covers one such major underreported aspect of the employees working in the banking sector,. For this reason Transaction Analysis has been identified as a conceptual framework which will facilitate in filling up the research gap in this aspect .

II Spiro

The concept of TA is related to human interaction, how people transact with each other and hence forth are contingent. Infact a clear knowledge from this notion of personality can help increase productivity of people working in different sectors with which an organization (Kalra Satish & Gupta Rajen 1988) ,using the same logic Pareek (1999) developed a concept of functional and dysfunctional ego states/styles which influence people and also developed an instrument popularly known as SPIRO to understand these styles (Pareek 1988). SPIRO is an inventory which tells about the interpersonal styles of respondents on which it is applied. Pareek describes 12 styles

1. Supportive (+NP): In this style, support is given as and when needed Supervisors with this styles acts as mentors and coach. They appreciate and encourage their subordinates, boost up their moral, and provide the necessary environment for their rigorous improvement. They help their subordinates to further help themselves
2. Rescuing (-NP): In this style, support is provided by almost imposing oneself on others. It believes that the subordinates are incapable of taking care of themselves and their performance. This style inculcates dependency-proneness.
3. Normative (+CP): The supervisors in these style are very positive and try to maintain proper norms for traction between superior and subordinates and help them understand the importance and each norm over another.. The supervisor do it by making their subordinates execute these norms in their day to day activities.
4. Prescriptive (-CP): superior with this style are very sensitive towards others' behavior.. They follow the

concept of I am ok u r not ok i.e Supervisors with this style order solutions rather than helping subordinates to work out alternative solutions to the problem.

5. Problem solving (+A): In this style the concern of the person is more focused on solving problem as one of the priority and involving others into it as well.. The supervisor consider a problem as a multidimensional task to be undertaken and not merely a problem to be solved.

6. Task obsessive (-A): This style focuses on the dominance of obsession for work from the end of the supervisor thereby overlooking other aspects of the work. They are not concerned with feelings and, in fact, fail to recognize them, since they see them as related to the task. Their functioning is like a computer.

7. Innovative (+FC): managers with this approach are creative and likes exploring new approaches and challenges, and follow participative style of leadership. They pay enough attention to mustering an idea so that it results in concrete action, and is implement in a system.

8. Bohemian (-FC): supervisor every time looks forward for new ideas and is obsessed with it.. The working of theses idea is not a major focus of concern however idea generation is been given priority. He hardly allows an idea or a practice to stabilize.

9. Confronting/Assertive (+RC): In this style the person is concerned with the exploration of a problem. Perseverance is the main characteristic. Such supervisors confront the organization in order to get things done for their subordinates. Even when something is to be explored with the person, the focus is always a particular issue or a problem and the person is not the target.

10. Aggressive (-RC): Supervisor with this style tries to dominate his subordinate by over aggression with respect to arguments, and never allowing these to be settled. Supervisors with this style will help achieve results. Their aggressiveness, however, tends to make a negative impression in the minds of the subordinates.

11. Resilient (+CC): This style is characterized by functional compliance. The person respectfully accepts others' ideas which appeal to him, and changes his approach when needed.

12. Sulking (-CC): A supervisor with this style keeps negative feelings to himself, finds it difficult to share them and avoids meeting people. He shows an introvert type of attitude thereby lacking confidence. Instead of confronting problems, a person with this style try to get rid of the situation thereby ignoring them.

The Ego-State (or Parent–Adult–Child, PAC) model

At any given time, a person experiences and manifests their personality through a mixture of behaviours, thoughts and feelings. Typically, according to TA, there are three ego-states that people consistently use:

- **Parent ("exteroptysche"):** a state in which people behave, feel, and think in response to an unconscious mimicking of how their parents (or other parental figures) acted, or how they interpreted their parent's actions. For example, a person may shout at someone out of frustration because they learned from an influential figure in childhood the lesson that this seemed to be a way of relating that worked.
- **Adult ("neoptysche"):** a state of the ego which is most like a computer processing information and making predictions absent of major emotions that could affect its operation. Learning to strengthen the Adult is a goal of TA. While a person is in the Adult ego state, he/she is directed towards an objective appraisal of reality.
- **Child ("archaeoptysche"):** a state in which people behave, feel and think similarly to how they did in childhood. For example, a person who receives a poor evaluation at work may respond by looking at the floor, and crying or pouting, as they used to when scolded as a child. Conversely, a person who receives a good evaluation may respond with a broad smile and a joyful gesture of thanks. The Child is the source of emotions, creation, recreation, spontaneity and intimacy.

Significance of the study

The study undergoes an in-depth analysis of transactional profile with reference to the differences in the interpersonal styles of senior management cadre managers across private and public sector banks of Uttarakhand,

III Review Of Literature

Papa (1989) analysed that the information about trainees is insufficient because of which development programmes are often ineffective... Hodgetts (1986) believes that in addition to the claim made by Papa, ineffective development programs can lower down productivity, lower morale, higher absenteeism rate, and increase in staff turnover. As a consequence, this review is an attempt to compile a theoretical model by means of which the interpersonal behaviour of middle-level managers can be evaluated.

P koortzen . K. Fmauer (2005) literature confirms the effectiveness of some of the interpersonal styles for middle level executives. The conceptual framework of the styles of these managers, consist of 16 styles as

mentioned in the interpersonal circle, has confirmed that the competition, dominating attitude, assurance, recognition, social, humble, frank, and trustworthy interpersonal styles are not only implemented, but are witnessed for in the execution of the different tasks of managers from the middle management.

Sullivan (1956), was the first researcher who formulated a perfect personality concept using the interpersonal framework and gave the definition of personality as the "... relatively enduring pattern of recurrent interpersonal situations which characterize a human life" (Sullivan, 1953, p. 111)

Ashish Sinha 2012, used modified version of SPIRO technique to find out the interpersonal knowhow of managers in Indian public and private sector organizations in the manufacturing sector.

IV Research Methodology

The research problem is to analyze the differences in the interpersonal behavior of senior level managers in public and private banks in Uttarakhand. Simple random sampling has been used to collect data on Transactional style Inventory (TSI-M) with **Sample size of 100** (50 public and 50 private banks) respondents across Dehradun, Haridwar & Srinagar (Gharwal). The instrument used has got 36 items with three items in each of the twelve categories described by Pareek. The responses were collected on a five point likert scale and mean and standard deviations were compared for each public & Private bank separately.

Reliability Analysis: The reliability has been well tested as an existed scale has been used for the survey. However for the current survey the value of Cronbach Alpha is .772 which is $>.7$ hence the scale used is reliable.

Semi structured and unstructured discussions were carried out with the senior level managers and the junior and middle management cadre officers too in order to gain insights into their styles.

V Data Analysis

INTERPERSONAL STYLES IN PUBLIC SECTOR BANKS (Refer table 1.1)

In public sector banks the managers displayed a high supportive style and a conversely low rescuing style. This can be attributed to the fact that public sector bank officers come through rigorous competitive examination, personality tests, go through extended training at well entrenched staff training colleges and complete a rigorous probationary training. This instills a certain degree of competence and confidence in them which is well acknowledged by their seniors as well. Officers also undergo mid career training at Staff training Colleges and other top Institutions like Administrative Staff Training College, Hyderabad and various Indian Institute of Management, MDI, etc which reinforces their self efficacy. This development of competence and confidence is the major reason why the senior management cadre officers are supportive of the Junior management cadre and the middle management cadre officers and not rescuing. Normative style lies in mid zone and prescriptive is in low zone. As far as Public sector banks are concerned the procedures are so well set i.e. boundaries are so well set that nothing much needs to be prescribed. Problem solving approach is in mid zone while task obsessiveness is low. Now this is paradoxical. Public sector Banks have to compete with private sector banks and somewhere a little element of task obsessiveness on this count takes away their problem solving trait. Task obsessiveness is low because public sector banks do not have the hire and fire policy on account of non-compliance with targets. Government sector job security is still there. But the easy going approach of public sector banks is changing and they are moving closer to customer friendliness. Innovative and Bohemian – both the styles are displayed in a high degree. This is due to the competitive pressures they have to face from Private sector banks. On one hand they need to innovate in order to be competitive and on the other they are not trained to be innovators and more even the government policies of social and financial inclusion have to be followed. It actually becomes a catch 22 situation for them. Assertiveness lies in mid zone while the converse style aggressive is low. This is what is naturally expected out of senior management cadre officers of Public sector Banks. In fact assertiveness should have been high. Resilience lies in high zone while sulking is in mid zone. Senior officers who are able to assert remain resilient but the silent ones sulk.

STYLE PROFILES IN PRIVATE SECTOR BANKS (Refer table 1.2)

In private sector banks supportive style lies in high zone while rescuing style lies in the mid zone. This can be attributed to the fact that private sector banks mostly hire from Tier-1 management Institutes. And from these management graduates expectations are also high as well as faith in their self efficacy is also high (these management graduates being highly indoctrinated). Normative is in mid zone while prescriptive is high. This can be attributed to the fact that most private banks copy foreign banks culture where normative style is in vogue but these private sector banks have very low toleration of mistakes. More over the hiring which was from earlier only tier-1 management institutes is also now being done from B-grade management institutes who do not instill the same faith in seniors as is the case with tier-1 management institutes. Problem solving approach is high but task obsessiveness is low. This shows that it is a misnomer that private sector banks are crazy after targets. While this may be the culture of some banks but not all banks have this culture. Innovative and

bohemian styles both are high. Actually innovation is the need of hour but what succeeds with Indian customer is highly unpredictable. Customer s are finicky –this old age adage seems to be working in the minds of these managers . Assertive and aggressive style both are high. This can be attributed to the B-school background of all these managers where their learning on this count that when to be aggressive and when to be assertive is poor. This is especially the case with B-grade B-schools. Management graduates have grandiose ideas about themselves but when they reach the senior level this becomes a problem for them. Resilient style is high and on the converse sulking is in mid zone. Policy framed by top bosses are accepted but not without a pinch of salt.

Hypothesis Testing (Refer table 1.3)

1. Supportive style is equally visible in both public & private sector banks of uttarakhand.
2. Rescuing style is more visible in Public sector banks as compared to private sector.
3. Normative & task Obsessive styles is equally visible in both public and private sector banks.
4. Prescriptive style is more prominent in private sector banks as compare to that of the public ones.
5. As per the above figures problem solving style of managers is more visible in private banks as compared to the public sector banks of uttarakhand
6. Innovative & Bohemian styles are nearly equally prominent in both public & Private sector banks.
7. Confronting style is more visible in private sector banks as compared to public sector.
8. Managers with aggressive & resilient styles are more prominent in private sector banks as compared to the public sector banks.

VI. Conclusion

The current study was an attempt to understand the interpersonal styles of senior level managers both in the public and private sector banks of Uttarakhand region . Rescuing style is more prominent in the public sector banks because of less intraorganizational conflict as compared to the private organizations thus making the managers of public sector bank to enact as a Not Ok- nurturing parent towards his subordinates. Prescriptive styles are more visible in private banks leading to Not-Ok Normative Parent. Similarly Problem Solving is more visible in private banks which results into OK adult state if it is compared it with public sector banks. Also Confronting style leading to Ok -Reactive Child, aggressive resulting into Not Ok reactive child and resilient i.e Ok adaptive child is more visible in private banks.

Some stereotypes were broken in this study. Such as the managers in public sector banks are not innovative . Of course the bohemian trait is also there but reasons have been explained in the earlier sections. Another stereotype that gets broken is that managers in private sector banks are task obsessive. This may be the case with some of the banks but all banks have this culture.

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Annexure

Table 1.1: Mean of various styles along with their categorization-Public Bank

Transactional Style	OK/Not OK	MEAN	HIGH/LOW
Supportive	OK	10.42	High
Rescuing	NOT OK	7.82	Low
Normative	OK	9.62	Mid zone
Prescriptive	Not OK	8.88	Low
Problem Solving	OK	9.44	Mid zone
Task obsessive	Not OK	8.36	Low
Innovative	OK	10.32	High
Bohemian	Not OK	10.48	High
Confronting/Assertive	OK	9.76	Mid zone
Aggressive	Not OK	9.08	Low
Resilient	OK	9.96	High
Sulking	Not OK	9.18	Mid zone

Table 1.2: Mean of various styles along with their categorization-Private bank

Transactional Style	OK/Not OK	MEAN	HIGH/LOW
Supportive	OK	10.54	High
Rescuing	Not OK	7.52	Low
Normative	OK	9.62	Mid zone
Prescriptive	NOT OK	10.16	High
Problem Solving	OK	10.2	High
Task obsessive	NOT OK	8.36	Low
Innovative	OK	10.84	High
Bohemian	NOT OK	10.68	High
Confronting/Assertive	OK	9.92	High
Aggressive	NOT OK	10.24	High
Resilient	OK	10.04	High
Sulking	Not OK	9.22	Mid zone

Table 1.3: Hypothesis testing for different means of Public & Private Sector Null Hypothesis Ho=Mean of Public Bank=Mean of Private Bank (m1=m2), Alternate Hypothesis Ha=Specified in each case.

S. NO	CODE	DIMENSION	PUBLIC BANK		PRIVATE BANK		Z	Ha	5% Sig.
			MEAN (m1)	STD.DEV	MEAN (m2)	STD.DEV			
1	S1	Supportive	10.42	3.00	10.54	2.89	-0.20371	m1<m2	Ho accepted
2	S2	Rescuing	7.82	2.42	7.5	2.55	0.643614	m1>m2	Ho accepted
3	S3	Normative	9.62	2.36	9.62	2.36	0	m1=m2	Ho accepted
4	S4	Prescriptive	8.88	2.45	10.16	2.21	-2.74272	m1<m2	Ho rejected
5	S5	Problem Solving	9.44	2.58	10.2	2.33	-1.54684	m1<m2	Ho accepted
6	S6	Task obsessive	8.36	2.22	8.36	2.22	0	m1=m2	Ho accepted
7	S7	Innovative	10.32	2.53	10.84	2.18	-1.09821	m1<m2	Ho accepted
8	S8	Bohemian	10.48	2.67	10.68	2.64	-0.37716	m1<m2	Ho accepted
9	S9	Confronting/Assertive	9.76	2.36	10.04	2.41	-0.58743	m1<m2	Ho accepted
10	S10	Aggressive	9.08	2.24	10.24	1.93	-2.7931	m1<m2	Ho rejected
11	S11	Resilient	9.96	2.15	10.04	2.07	-0.18972	m1<m2	Ho accepted
12	S12	Sulking	9.18	1.89	9.22	1.8	-0.10847	m1<m2	Ho accepted

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