

DIFFERENCE IN SUPERVISORS LEADERSHIP STYLES AND SUBORDINATE'S PERFORMANCE DUE TO GENDER: AN EMPIRICAL STUDY OF BANKS IN INDIA

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ABSTRACT

Research Problem : In India, still the status of women leaders has long been contradictory due to entry barriers and women prejudice. Thus far, there is a long history of women being burdened by men delegated to play subordinate roles. India is a developing country where increased global and social changes started emphasis on gender issues in the organization which have transformed the female's role altogether and has also affected their overall development along with growth of people associated with female specifically the role of leader or supervisor. Very few past studies observed that leaders with female gender suggestively effects employee's work psychology and their performance. These proclamations, grounded mostly on inadequate research verdicts and subjective evidence still remained unconfirmed empirically in Indian banking sector.

Purpose : This study attempted to empirically examine whether male and female supervisors' practice different leadership style in public and private banks of India. Further to the know the leader's gender wise difference on subordinate's task, contextual and counterproductive performance.

Research Design : Analytical study was conducted where public and private bank employees were requested to assess their respective reporting managers or supervisors. Multi-stage sampling was used for sampling method where over 422 employees of public sector and private sector banks in India responded the standardised questionnaire, which was framed to evaluate the gender variances among bank branch managers and to determine the subordinate's level of individual work performance. Data was collected based on leadership taxonomy of Bass (1999) and performance taxonomy of Koopmans (2014).

Findings : Results exhibits significant difference while practicing transactional, transformational and laissez faire leadership style among male and female. Finding shows that female supervisors found more with transformational & transactional style than male supervisors. Furthermore, female leaders were observed with more significant effect on their subordinate's task and contextual performance than male supervisor's leadership behaviour.

Originality and implications: Research claim that women leaders with transformational and transactional style could be more influential to induce follower's performance and work behaviour in Indian banks. It is imperative to analyse leader's behaviour in context to their gender, as female leaders also play a significant role in organization growth and employee's performance.

Future Research : Imminent academics can too compare outcomes of supervisor's rating and peer evaluation, as current research only focused on subordinate's perception.

Keywords: Gender, Bank Supervisors, Leadership Style, Employee's Performance, MLQ, IWPQ.

INTRODUCTION

Present world is facing several societal issues which are more multi faceted and complicated than earlier eras. The social order has now transformed a lot, where gender is subjected to play a vigorous role in human culture. Commonly men and women have varied role in the society but today this universal fact has taken a lot of turn, where gender roles have been changed and effected socio-economic factors all over. At the moment, Organizations proposed to have varying preferences for men and women employees specifically for leading position (Preko, 2012). Gender role has changed dynamically in the organization where men and women performing their role in a momentous way at every position from top to bottom or as a follower or leader. Predominately, a competent leader always direct for right path to their subordinates for attaining an organizational objective efficaciously. The contemporary leadership models, measured leaders on the basis of the follower's level of performance, Howell (1997). The relationship among leader and followers are still very critical to examine as it depends on several factors such as situations, principles, values and opinions. Many organizations establish this relationship on power, where hierarchy of authority define their relationship outcome, but this was only subjected for short period. Today it was imperilled that for any long-term healthy relation, leader's conviction and respect towards followers' needs is essential.

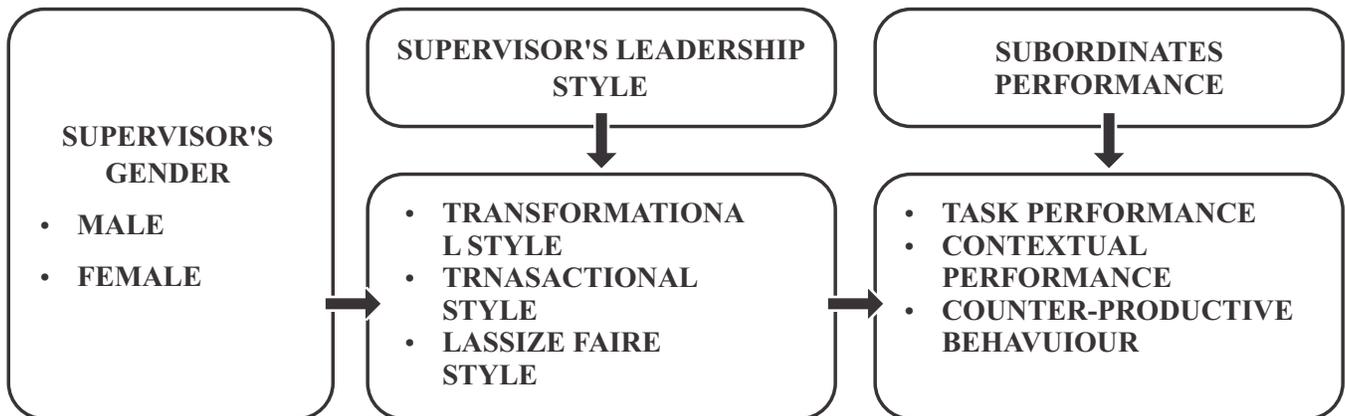
Research Problem : Men and women both have their individual charisma to lead their team member, but mostly men as a leader found noteworthy then women because of several social challenges. There are very few management positions where female is dominating as leader than male, due to several barrier depending on organization culture (Palacio, 2010). Even few male subordinates do not like to get direction by any female leader (Eagly & Karau, 2002). Thus, female supervisors are putting extra efforts for maintaining

relation with their followers and struggling with social and communal challenge. Although, it has been noticed that female employees are endeavouring to face and break the glass ceiling while moving forward towards top positions in every sector including banks.

Eagly & Karau (2002) suggest several social prejudices toward female leaders, where they are not found capable due to their general gender characteristics in the society which signified that they do not hold the essential leading skills and talents in relation to male executives. In an organization, due to this preconception in the direction of women, feminine supervisors required to employ super fluous effort for climbing towards the high and top authority positions. Existing leader prototypes are linked with gender in assessing the effective style of leadership. Johnson et.al (2008) claimed that male individuals behave more masculine, robust, and harsh than feminine leaders, while feminine leadership are more sensitive. Although in Asia, the scope of female supervisors is gradually rising but not that progressively (Palacio, 2010). Whereas, in the western world few researches have pointed no noteworthy difference among women supervisors and men supervisor's leadership traits and efficacy (Eagly & Carli, 2003). But it is still difficult to execute such identical studies on Asian realms.

Need of the Study : Global economic changes to manpower demographics are also inevitable, and from last 30 years due to this transformation, numerous researches have been comparing the variances in men and women leadership. The workplace endures to transform, and the requirement for existing study to discourse these fluctuations. This current paper has attempted to identify and determine any difference in male and female supervisor's leadership styles (transformational, transactional and laissez faire). Further also to examine the link between supervisors' gender and subordinates' task, contextual and counter-productive behaviour performance.

CONCEPTUAL FRAMEWORK OF THE STUDY



Source: Bass & Avolio, (1999) and Campbell (1990)

REVIEW OF LITERATURE

Earlier, several past studies found a huge variance among male managers and female managers leadership styles, which were mainly due to extremely overlapping distributions of manpower, (Eagly, 2013). In 2013, Sheppard and Aquino research manifest that men leadership roles are more perilous, yet imperative than women style which was supported by Sinclair & Kunda, 2000. Earlier studies stated that even if women leaders show masculine traits or control appearances than also, they were found undesirable among their followers (Schieman & McMullen, 2008, Klonsky & Eagly, 1992). But the recent newsociety has now endeavoured towards supervisors with feminine predilections not just men (Nicholson & Grissom, 2012). Followers are also preferring behaviours generally related with woman leaders (Girlando and Eduljee, 2010).

Democratic or participative style was found more in female leaders while men were found good hold on autocratic style believing top-down culture widely. (Merchant, 2012). Female leaders mostly get interpersonal and communal oriented, where there is less male domination, (Eagly, 2013). Few researches showed no measurable changes in gender supervisor behaviour, but the statistic revealed that leadership styles is highly subjected to the situation, Kanter (1977). Though, rare earlier studies claimed that at leadership position, generally executive roles predominate gender roles, where leaders perform and behave as per the organizations code of conducts rather

than acting as per their gender category. Individually gender display parallel volumes of people-oriented & task-oriented actions irrespective of the gender (Powell, 1990).

Academics had revealed transformational and transactional leadership style as most effective style comprised of several different behaviour (Avolio, 2010). Transformational leaders flourish at being inspiring role models, encourage ethical & moral relations, promote followers' skills. It has been viewed in western culture; in comparison to men supervisors, women were more implementing transformational style of leadership. Corporate heads with male gender found inclined their followers with constructive and objective reward-based inducements as transactional leader, also pays stricter role. Scholars have examined no variance among men and women supervisors' style in making formal decisions, (Eagly & Johnson, 1990; Bird & Brush, 2002; Essers & Benschopp, 2007). However, several authors such as Melero in 2011, Grisoni & Beeby in 2007, and Eagly with Sczesny in 2009 explored various traits and characteristics specified for particular gender. Women leader are typically more person or collaborative oriented, while men are found further production or task-oriented in their approach while leading their followers. Fairlie & Robb, 2009; Schein; Essers & Benschopp, 2007; Alsos et al., 2006 men prosper more as effective leaders in relations to their performance and found as most competent in their leadership tactic than female leaders.

In 2003, Antonakis, Avolio, & Sivasubramaniam stated that women do have better leadership styles while executing the transactional and transformational leadership. But still, in India feminine leaders must breakthrough the gender stereotype, where only men were subjected for high supervisor position. In 1999, Hall & Carter's and in 2003, Eagly et al., claimed that several pragmatic study on masculine and feminine style of leadership has been conducted where result exhibited the way in which female managers are struggling with their designation of leader.

Research gap: Very few studies in India has been examined considering bank branch gender effect on their leadership behaviour, Yadav & Lata, P. (2018). No such study has been ever conducted concerning leaders gender effect on follower's task, contextual and counterproductive behaviour performance in India. Besides, mostly studies have been showed in western or developed nation, regarding gender and its effect with leadership style but same study cannot be generalised in Indian context as Indian culture is far different from developed nation (Javidan and Dale, 2005). There is an immense need to fill this gap by experiential researches on this issue in Asia, especially in Indian banking sector. This study is pertinent not just for subject experts, but also for practitioners, as current paper finding will support theoretical precision on the upshot of leader gender on their leadership behavior and effect on follower's performance.

RESEARCH QUESTIONS

1. Whether male supervisor's leadership behaviours different from female supervisors' leadership behaviour in public and private banks of India.
2. Whether female leadership style have more difference in subordinates' performance than male leadership style in banks of India.

METHODOLOGY

Analytical and descriptive research was conducted where public and private bank employees were requested to assess their respective reporting managers or supervisors. Multi stage sampling was used for sampling design, where sample population comprised of Indian public & private banks where the sample size is 422 banks employees or subordinates working under

their supervisors for more than one year. Primary data was collected through an adapted questionnaire, which is based on two tools. One is MLQ-5x, adopted from leadership taxonomy of Bass (1999) which is framed to assess the gender variances categorized into the three-leadership style of bank branch managers/ supervisors from subordinates / follower's perception. Another tool IWPQ-1 is based on three performance taxonomy of Koopmans (2014). SPSS software is used to analyse the data where Independent Samples T-test is used for comparing the difference in the sample.

Current study explored FLRT theory where MLQ (Bass, 1999) tool for leadership styles and was adopted. Avolio and Bass (1999), Full range leadership theory has been universally approached where three leadership topologies are measured, i.e., "transformational, transactional and laissez faire style". This taxonomy include nine different factors includes, "inspirational motivation, idealized influence attributed, intellectual stimulation, idealized influence behavior and individual consideration of transformational style". Contingent reward, management-by-expectation active and management-by-expectation passive of Transactional style and non-leadership style of laissez faire factor style (Benjamin, 2006). Study stipulates that transactional and transformational each style is positively associated with employees and organization performance.

Secondly, IWPQ (2014) tool was used to measure the difference in performance parameter of subordinates due to their supervisors' gender. (Campbell, 1990), The first parameter is task performance, usually very direct form of work performance, which is distinct as "the ability through which a person performs the main practical and technical job responsibilities associated to his or her work profile". The second parameter is contextual performance, well-defined as "extra job role behaviour, which help the executive, societal and emotional work culture" (Borman and Motowidlo, 1993). The last parameter is counterproductive work behavior, which stated that "behavior which directly or indirectly harms or troubles the organization culture and its people all together" (Rotundo and Sackett, 2002).

RESEARCH OBJECTIVES

1. To find whether supervisor gender has significant effect on their leadership style referred to female

and male supervisors of banks in India.

2. To find whether supervisor gender has significant effect on their subordinates' performances referred to female and male supervisors of banks in India.

RESEARCH HYPOTHESIS

1. H1: Male and female supervisor's gender has significant effect on their leadership style in bank.
 - 1.1 H1a: Supervisors gender has significant effect on their transformational style in Bank.
 - 2.1 H1b: Supervisors gender has significant effect on their transactional style in Bank.
 - 3.1 H1c: Supervisors gender has significant effect on their laissez-faire style in Bank.

2. H2: Male and female supervisor's gender has effect on their subordinate's performance.
 - 1.1 H2a: Supervisors gender has significant effect on subordinates' task performance in bank.
 - 2.1 H2b: Supervisors gender has significant effect on subordinates' contextual performance in bank.
 - 3.1 H2c: Supervisors gender has significant effect on subordinates' counterproductive performance in bank.

DATA ANALYSIS

Objective 1: To find whether supervisor gender has significant effect on their leadership style referred to female and male supervisors of banks in India.

Testing of hypothesis- H1:

Male and female supervisor's gender has significant effect on their leadership style in bank.

Leadership Style	Gender of Supervisor	N	Mean	SD	Std. Error Mean	t	df	Sig. (2-tailed)
Transactional LS	Male	364	3.2051	.58940	.03089	-2.031	420	0.043
	Female	58	3.3743	.58986	.07745			
Transformational LS	Male	364	3.3631	.72264	.03788	-2.859	420	0.004
	Female	58	3.6517	.65688	.08625			
Laissez-Faire LS	Male	364	2.4828	1.0770	.05645	2.530	420	0.012
	Female	58	2.1034	.94942	.12466			

Interpretation: T Test result for male and female samples at significance level $\alpha = 0.05$ stated that p-value is less than 0.05 in leadership style of supervisors. Therefore, it displays "Supervisor's gender has significant effect on their leadership style in bank in public banks and private banks". Results exhibited that the bank supervisors are practicing transformational style at extreme followed by transactional style and then laissez-faire style was least practiced by supervisor in Indian banks.

H_{1a}: Supervisors gender has significant effect on their transformational style in Bank

Table: 2 Group Statistics of factors of transformational leadership style

	Gender of manager	N	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)
1. Idealized Influence Attributes / IA	Male	364	3.3963	.90133	.04724	-1.842	420	0.046
	Female	58	3.6250	.71213	.09351			
2. Idealized Influence Behaviours / IB	Male	364	3.4258	.83319	.04367	-3.711	420	0.000
	Female	58	3.8621	.82075	.10777			
3. Individual Consideration / IC	Male	364	3.1621	.86254	.04521	-1.369	420	0.0172
	Female	58	3.3319	.96699	.12697			
4. Inspirational Motivation / IM	Male	364	3.4581	.83183	.04360	-3.098	420	0.002
	Female	58	3.8147	.69073	.09070			
5. Intellectual Stimulation / IS	Male	364	3.3530	.77408	.04057	-2.438	420	0.015
	Female	58	3.6250	.87891	.11541			
(1+2+3+4+5) Transformational LS	Male	364	3.3631	.72264	.03788	-2.859	420	0.004
	Female	58	3.6517	.65688	.08625			

Interpretation: Gender comparison result through T Test for equality of means for male and female samples at significance level $\alpha = 0.05$ stated that p-value = 0.004 > is less more than 0.05, which stated bank supervisors gender showed difference in their level of transformational style. Results exhibited that the transformational behaviour was found more in female supervisors (Mean=3.6517, SD=0.6568) than male supervisors (Mean=3.3631, SD=0.7226). Therefore, results of Hypothesis 1a, “Supervisors gender has significant effect on their transformational style in Bank” is accepted. Result while comparing

transformational five factor through T-test showed a substantial variance in the mean score of female & male supervisors. Idealized Influence Attributes t (420) = -1842, p = 0.046, Idealized Influence Behaviours- t (420) = -3.71, p = 0.000, Inspirational Motivation t (420) = 3.098, p = 0.002, Intellectual Stimulation t (420) = -2.438, p = 0.015 equality of means for male and female samples at significance level $\alpha = 0.05$ stated that p-value is less more than 0.05. Male and female supervisors are executing more Inspirational Motivation and Idealized Influence Behaviours and least focusing on Individual Consideration factors.

H_{1b}: Supervisors gender has significant effect on their transactional style in Bank.

Table: 3 Group Statistics of factors of transactional style

	Gender of manager	N	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)
1. Contingent Reward / CR	Male	364	3.4773	.91249	.04783	-3.443	420	0.001
	Female	58	3.9095	.71128	.09340			
2. Management-by-exception Active / MBEA	Male	364	3.3695	.79846	.04185	-0.163	420	0.871
	Female	58	3.3879	.81134	.10653			
3. Management-by-exception Passive / MBEP	Male	364	2.7679	.88063	.04616	-0.205	420	0.837
	Female	58	2.7931	.79904	.10492			
(1+2+3) = Transactional LS	Male	364	3.2051	.58940	.03089	-2.031	420	0.043
	Female	58	3.3743	.58986	.07745			

Interpretation : Result through T Test applied at male and female samples at significance level $\alpha = 0.05$ specified that $p\text{-value} = 0.043 >$ is less more than 0.05, which stated that bank supervisors gender showed difference in their level of transactional style. Results exhibited that the transactional behaviour was found more in female supervisors as mean score is higher 3.3743 than male supervisors mean score 3.2051. Therefore, results of Hypothesis1a, that “Supervisors gender has significant effect on their transactional style in Bank” is accepted. Result while comparing transactional three factor through T-test, Contingent Reward showed a substantial variation in the mean score of female & male supervisors $t(420) = -3.443, p =$

0.001, specified that $p\text{-value}$ is lesser < 0.05 . Although among male and female supervisors, no noteworthy difference found in other two factors of transactional style i.e., “management-by-exception active and management-by-exception passive behaviour.

In banks of India both males and female bank supervisors found similar in their ability to focused on the objectives and interferes only when subordinates make faults or deviate from their goals. Male and female supervisors are executing more contingent reward factor followed by management-by-exception active and least focusing on management-by-exception passive aspect of style.

H_{1c}: Supervisors gender has significant effect on their laissez-faire style in Bank.

Table: 4 Group Statistics of factor of la issez faire style

	Gender of manager	N	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2 - tailed)
Non-Leadership	Male	364	2.4801	1.07842	.05652	2.50	42	0.012
	Female	58	2.1034	.94942	.12466	9	0	
Laissez-Faire LS	Male	364	2.4828	1.07706	.05645	2.53	42	0.012
	Female	58	2.1034	.94942	.12466	0	0	

Interpretation : Result through T Test for equality of means for male and female samples at significance level $\alpha = 0.05$ specified that $p\text{-value} = 0.012 >$ is less more than 0.05, which stated “bank supervisors gender showed difference in their level of non-leadership style”. Results exhibited that the Laissez-Faire behaviour was found less in female supervisors (M=2.1034, SD=.94942) than male supervisors (M=2.4828, SD=1.07706). Therefore, results of

Hypothesis3a, “Supervisors gender has significant effect on their transactional style in Bank laissez-faire style” is accepted. However, the result for non-leadership behaviour of both genders supervisors was found comparatively low from the other two styles.

Objective : 2 To find whether supervisor gender has significant effect on their subordinates' performances referred to female and male supervisors of banks in India

H₂: Male and female supervisor's gender has effect on their subordinate's performance.

Table: 5 Group Statistics of factors of transactional style

	Gender of manager	N	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2 - tailed)
Task performance	Male	364	3.7841	.68632	.03597	-2.045	420	0.041
	Female	58	3.9828	.69210	.09088			
Contextual performance	Male	364	3.7225	.68457	.03588	-1.568	420	0.118
	Female	58	3.8791	.83126	.10915			
Counterproductive work behavior	Male	364	2.2637	.93000	.04875	2.241	420	0.026
	Female	58	1.9690	.93343	.12257			

Testing Hypothesis H2a : Supervisors gender has significant effect on subordinates'task performance in bank.

Interpretation : Result of difference in employee's Task performance through T-test for equality of means for male and female samples at significance level $\alpha=0.05$ stated that p-value = 0.041 is less than <0.05 , which specified "significant difference in subordinates task performance due to male and female supervisors of banks. Results exhibited that the subordinates task performance was found more under female supervision (3.9828) than male supervision (3.7841). Therefore, results of H2a, "Supervisors gender has significant effect on subordinates'task performance in bank" is accepted.

Testing Hypothesis H2b : Supervisors gender has significant effect on subordinates'contextual performance in bank.

Interpretation : Result of difference in employee's contextual performance through T-test for equality of means for male and female samples at significance level $\alpha=0.05$ stated that p-value = 0.118 > is more than 0.05, which specified "no significant difference employee's contextual performance due to male and female supervisors of banks. Although, results exhibited that the subordinate's contextual performance was found more under female supervision (3.8791) than male supervisors (3.7225). Therefore, results of H2b, "Supervisors gender has significant effect on subordinates'contextual performance in bank" is rejected.

Testing Hypothesis H2c : Supervisors gender has significant effect on subordinates'counterproductive work behavior in bank.

Interpretation : Result of difference in employee's counterproductive work behavior performance through T-test for equality of means for male and female samples at significance level $\alpha=0.05$ stated that p-value = 0.026 > is less more than 0.05, which specified "significant difference in counterproductive work behavior leadership style among male and female supervisors of banks. Results exhibited that the counterproductive work behavior leadership was found less in female supervisors (1.9690) than male supervisors (2.2637). Therefore, results of Hypothesis2c, "Supervisors gender has significant

effect on subordinates'counterproductive work behavior in bank" is accepted.

FINDING AND DISCUSSION

After testing the hypothesis1, result revealed the statistical noteworthy variance in bank female and male supervisor's styles of leadership in India. Over the study, majorly female and male supervisors were found adopting transformational style in banks, which is followed than by transactional style of leadership, which is also supported by past study of Anderson in 2006. Moreover, Female supervisor found more with transformational and transactional behaviour than male, while laissez faire style was found more in male supervisors. Although, current result found different from some past finding of Burke & Collins, 2001. Result of transformational style stated that both selected genders i.e., females & male bank supervisors showed significant discrepancy in their level of conviction, support, encouragement, standards, integrity, enthusiasm, collective vision, make their subordinates to think creatively and resolve problems with varied ways. Females supervisors were found higher in all factors of transformational leadership behaviour except one factor i.e., individual consideration, which stated no significant variance among men and women supervisors in bank. Previous verdict also supported Bass, 1999, Eagly & Johannesen-schmidt, 2001). Outcome of transactional style display female supervisors provides factual or emotional rewards to their subordinates when they attained goals in bank. Past study also claimed that senior female staff were more practicing transactional leadership style, Belasen and Franks (2008). But current finding is different from Jones & Rudd (2008), (Judeh, 2010) study, which stated male managers were espousing transformational and transactional leadership behaviour more than female managers. Finding reveals that male managers were adopting non leadership behaviour more than female, which means male supervisors do not interfere in decision making process and avoid taking actions in banks comparison to female branch managers.

Finding of hypothesis2 concluded that subordinate task and contextual performance get effected by supervisor's gender. Female supervisor effecting subordinates job profile and their work performance

than male leaders. Also there has been an increment in subordinates contextual and adaptive behaviour due to female supervisor in banks. Male supervisor found effecting their followers counter-productive or negative work behaviour more than female leaders. Bank subordinates found performing high on task parameter followed by contextual behaviour, that means subordinates are effectively performing their designated job and also coming forward to support organization with extra effort. Counterproductive was least found in subordinates, it means employees least create negative work culture in Bank.

RESEARCH IMPLICATION AND LIMITATIONS

Result signifies that in India prejudice against gender created misunderstandings and causes barriers in female career development, Johnson et al. (2008). Research claim that women leaders with transformational and transactional style could be more influential to induce follower's performance and work behaviour than men in Indian banks. Current finding would assist organizations in hiring process for the right leader position without any gender stereotype and organizations must implement a leadership development program of both the gender. This paper result will be significant as gender equality among top position is changing over the world and this gender metaphor has affected the culture in the organization due to manifold behaviour of men and women. Organization should periodically attempt to know followers and leader's relationship, and what difference leadership styles placed on the subordinate's performance with respect to the supervisor's gender. Today, it is imperative to appreciate female as supervisor rather than only male, with the support of current result which clearly distinct and showed the supremacy of feminine supervisors in all the constructive leadership parameters while comparing to masculine leaders. Present research field is relatively new in Indian banking sector. Further studies can be explored considering other sectors or industries of India and also can compare these sectors for more generalized outcome. Rater's form were used to assessed the supervisor's leadership behaviour and subordinate's performance from subordinate's perception only, so future study must focus on others

like leaders' and peers' perception for more valid consequence.

CONCLUSION

This present paper attempted to identify the prevailing leadership approach of male supervisors and female supervisors in leading banks of India and then comparative study was done to know whether there is any significant substantial difference occur among male & female supervisors leadership style. Further, paper explored the difference in the subordinates' performances level due to their male and female supervisors. India has been evolving in every sector, but there has been still a typecast, conscious or unconscious theory that top authority based on their gender can create either positive or harmful effect, and could prevent employees from any further growth. Constructive and negative both facts were viewed regarding both the gender leadership behaviour and observation has been done regarding how gender of supervisors could effect's the organization and employee performance. This current study highlights that gender of supervisors plays a substantial protagonist in leadership style and supervisors' gender also has a noteworthy effect on the subordinates every performance parameter. Further, study showed that in banks female supervisors adopting transformational followed by transactional style effects their subordinates' task, contextual performance more than male managers. Male supervisors found with more non-leadership conduct and are also affecting negative work performance culture among subordinates more than female leader. The paper exhibited that both the gender found performing transformational behaviour more than transaction and *laissez faire* style. Altogether, if the analysis of individual factor is done than female and male supervisors although found practicing contingent reward of transactional style more among all nine factors of leadership style. It is than followed by Inspirational Motivation and Idealized Influence Behaviours and least focusing on non-leadership aspects.

Bank subordinates are performing high on task parameter followed by contextual behaviour and counter-productive behaviour was least found among bank employees. Research conclude that both male and female leaders can efficaciously lead follower's

performance. Supervisors with transformational style are measured as practical which induce their subordinates for task achievement and also induce employee for other contextual or off-role extra work behaviour.

Examination of the facts also showed a positive difference with transformational and transaction leadership styles and followers' performance. Female leaders inclined to interconnect more sensitively and persuade their subordinates for creative and innovative means of working. Thus, transformational style is considered as an utmost effective style for all the performance parameter except counterproductive behaviour. At last, researcher want to highlight that gender break has been still high at supervision level, and this glass ceiling is a big obstacle for women growth at higher position, Eagly & Carli, 2007. It is imperative to analyse leader's behaviour in context to their gender, as female leaders also play a significant role in organization growth and employee's performance. Thus, companies must step out for more female and effective leader selection where they can increase positive potentials among follower's different performance parameters.

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