

Transformational Leadership Style and Subordinates Counterproductive Work behavior (CWB): A study on Public and Private Sector Banks in India

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Abstract

In organizations, success has not just attained through financial excellence, but also over human resources who are 'physically' & 'psychologically' stable and that is, why sustaining a harmonized work culture is hugely significant and concern for every company's Leader. Organizations require a team of committed, competent & positive mind employees who can always contribute to the existence of their company in this dynamic, growing scenario, But with this fast pace of the competitive world, management is lacking in giving due consideration to their employee understanding along with their performance supervision. This pressure of adaptation has an unreceptive impact on employees' wellbeing, attitudes, and excellence of work life, which is eventually instigating the unethical and counterproductive work behavior among employees. CWB notion has existed in every level of the workplace, which is spreading grounds through perceived

negativity towards organizations (Martinko, Gundlach, & Douglas, 2002). Thus, there is a need to realize the fact that an Manager/superior could turn to be valued in constructing a secure work atmosphere for employee positive behavior (Kossek, Pichler, Bodner, & Hammer, 2011). Thus, this paper would attempt to determine whether there is any relation between the superior's Transformational leadership style with subordinates CWB in public and private bank. For this analytical study, data of 422 bank subordinates were collected by multi-stage sampling, from three major cities of India. This finding revealed that in private bank Transformational leadership style found to be statistically significant but hold negative relation with follower's counterproductive work behaviors.

Keywords: *Transformational Leadership styles, supervisor, subordinates, banking sector, counterproductive work behaviors*

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Introduction of the study

Leadership promotes and outlines the company's strategies, their implementation and success, by inspiring its followers to perform a task beyond anticipated firms' goals. Similarly, poor style of leadership, frame employee's devotion either to leave the 'job' or might even involve in 'counterproductive work behaviours' (CWBS). Employee inadequate performance due to weak guidance by the leader conveys negative implications on the capability of leadership, which stimulate and hold employees for terrible organizational performance (Broersma, 2004). It was noted that about 33 to 75% of all employees usually get engaged in harmful activities like fraud, stealing, damage, and sabotage. Such activities are essential to be measured and controlled, subsequently as it too comprises psychological and social costs. Detecting such costly phenomenon, in terms of money to firm & psychologically to the employees, it is an immense challenge for every leader in the organization. Specifically, for the banking sector, where employees are facing much pressure due to dynamic technological changes. Literature analysis that there are diverse forms of counterproductive work behavior and several types of research found the factors to reduce such actions comprised of employees' personal-individual factors and organization-situational factors. Further conferring about the organizational situational factor, the leader's attitude and their leading style have played an essential role in the employee's positive and negative performance outcomes.

Research Question

The research concern is to understand the relationship between supervisor's transformational leadership of bank managers with their follower's counterproductive work behavior. The detailed way in which leadership factors affect the negative behaviour of an employees. Further, this paper has attempted to examine the supervisor's transformational leadership style in public and private banks in India. So, the subsequent research questions were tested: 1. Which leadership factor prevail in banks the most. 2. Do the bank leaders' styles impact the employee's negative performance? 2. Also Does there any difference between the follower's counterproductive work behaviors in private and public banks in India.?

This conceptual model was tested to determine the impact level of bank supervisor's leadership style on their subordinate's Counterproductive work Behaviour. The idealized influence attributes, idealized influence behaviours, individual consideration, inspirational motivation, intellectual stimulation were all exogenous constructs of Supervisor's Transformational leadership style. Complaining behaviour, extending unnecessary issues, engaging in off-task behavior, negative spokesperson, company image destroyer are five factors of subordinates' counterproductive work behaviour performance. The structural model outlined the contributory relationship among the various factors in Indian banks as shown in Figure 1.

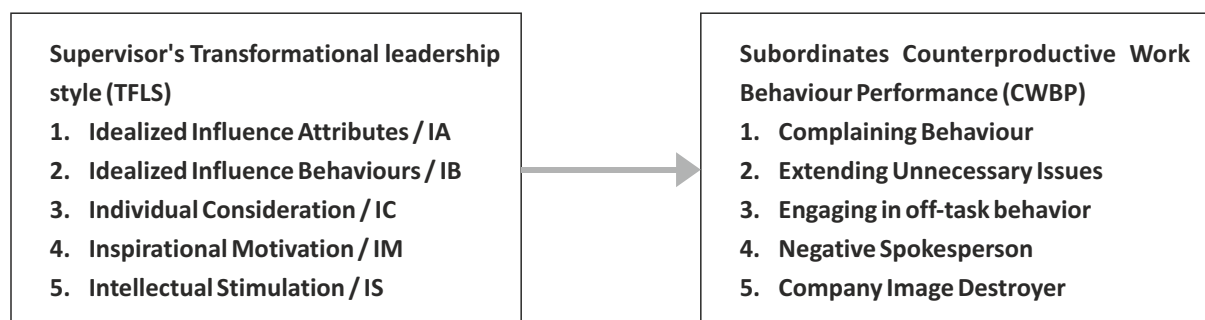


Figure: 1 (Conceptual Model)

Theoretical Framework

Leadership style means practicing power and stimulating to direct the actions of followers for the accomplishment of organizational goals. Meanwhile, different leadership style has a direct or indirect effect on their follower's work performance among them. Leadership build the work atmosphere both in terms of objective efficiency, and of subjective perceptions of employees, there are substantial 'evidence' that transformational style is effective in encouraging constructive follower satisfaction, inspiration, performance and organizational outcomes (Bass, 1996; Wofford, Whittington, & Goodwin, 2001). The transformational leaders believe, trust their followers, and help each other for an advanced level of morale and inspiration (Burns 1978). Further, it was stated that five dimensions build transformational leaders i.e., idealized influence attributes, idealized influence behavior, inspirational motivation, individualized consideration, and intellectual stimulation (Bass & Riggio, 2006). TFLS can captivate as a role model for their subordinates, which encourages innovations, admire the followers, and act as a mentor for them. Thus, through this follower identify, their supervisor wishes to match their aspirations, found an expert in owning extraordinary attributes for transformation in the organization. Every leadership style interplay different role for the outcomes of interest, it was observed that vocal aggression from managers linked with deviant acts (CWB) of organizational followers and intentions to leave the organization also increase (Marrs, 2000).

Counterproductive work behavior are cautious destruction of the organization's rules & strategies by an individual or a group that can risk or harm the wellbeing of any company and its citizens. (Rotundo & Sackett 2002). CWBs are the set of discrete actions, that shared the features which deviate to accidental or directed to damage or indirectly aim to harm the company and its stakeholders like employees, 'clients,' 'co-workers,' even 'customers,' and supervisors (Fox, Spector, and Miles, 2001). It may also happen in the frame of slight conflicts or bullying (Ayoko, Callan, & Härtel, 2003), further coming late or leaving early, spreading rumours is in or outside organization (Y. hu,

2015) can also predict CWB. It could also associated with 'procrastination', like, 'time theft', that is, by wasting employer's time for private benefits (Lorinkova & Perry, 2014), or 'absenteeism', by not being present at work, or 'presenteeism', being physically present at work but engaging in some other irrelevant or off-task behavior, or , theft, and abusing job companies property (Koopmans, 2011, 2014). Violence, burglary, sabotage, and many other actions of CWB are extremely costly for any organization from the fiscal, image, and human capital perceptions. In addition to that Spector & Fox (1999), stated that CWB acts like a response to several stressors at the workplace, like adverse insights of the work atmosphere as a stressor direct to negative sentiment, which was linked with 'CWB.' Though with these varied conceptions of CWB, one fact yet left, that employees such deviant work behavior incline to decrease the overall organization performance and productivity (Robbins, Ford, & Tetrick, 2012).

Although managers are hunting for a suitable solution to stop such psychological and social costs, even then, this intended or unintended attempt of employee has destructed the organization's growth and also becoming a key hurdle in the individual work performance.

There could be numerous factors that can increase to CWB, from literature, it has been insight and drawn that employees' own individual factors and situation factors are the primary reason for such behavior. Relating to this current research, one of the situational factors is supervisor behavior with their subordinates, who are becoming victims of disrespect, unfair, without commitment along with that employees are interpersonally deviant from their leader. The present study inspected situational factors, i.e., transformational leadership style in forecasting CWBs directed at individuals' level in the banking sector. These findings proposed that in demand to stop CWBs, banks must instrument transformational leadership training programs and employee development seminars for gaining employee performance rather than just focusing on customer satisfaction.

Literature Review

Organizations continuously struggle for surviving and sustaining competitive benefits; it is imperative for them to thoroughly recognize the factors that influence employees- high performance-oriented work outcomes. It has observed that high-performance job systems can individually be valuable and can also be damaging by producing diverse perceptions in workers. Quality of the relationship between leaders and followers, with different style contexts, could mark the link among different psychological variables (envy at work) and also with work/organizational behaviors (e.g., CWB). Harari et al. (2016) explores through meta-analysis research, that innovative behaviors were utterly related to task performance & organizational citizenship behaviors, and undesirably related to counterproductive work behaviors. It was explored that, People who gain higher levels of work satisfaction incline to have proper levels of task performance, and a good sense of citizenship but fewer levels of counterproductive behavior (Jason A, 2015). It was also noticed in one study that employee job tenure has no relationship with counterproductive work behaviors (Ng and Feldman, 2013, Priesemuth 2013), which means CWB can arise in any of the job phases. Further concerning the behavior of older employees in age, found to be positively reliable, authentic, and trustworthy for their company, while younger workforces displayed CWB more in their comparison (Posthuma and Campion, 2009).

About leadership style, many researchers have examined that transformational & transactional style positively visualize an extensive variability of performance outcomes with an individual, group, and organizational levels (Bass and Bass, 2009). While enriching the literature, this paper confirmed that if leader's emphasis on making a positive atmosphere as well as intensively care & also oversee employee's emotion, then this could be an effective technique to remove the existence of CWB. While also, if subordinates could feel that they are being mistreated or that their manager fails to notice their constructive contribution, it can induce CWB majorly. The absence of 'transformational leadership' could be measured as

dangerous as a 'stressor' in life. If managers lack in inculcating of trust and respect with pride, shared vision & skills to convey a 'sense of mission' (Lowe, 1996), followers might even leave their company or may stay with negative emotions and CWB. Besides, Townsend, along with his colleagues (2000) mentioned that managers described a higher incidence of CWB against the company between subordinates due to weak exchange relationships. Therefore it's urgent to measure and control such behavior, Berry et al. (2012) explained that self-reports of (CWB) found to be more feasible than other-ratings system, other could be biased with co-worker rating and generally peers, supervisors rate an employee's performance on basis of their overall impression as an employee instead of thinking about performance dimension. (Dalal, 2005; Viswesvaran et al., 2005). It has been always recognized that human resource development has imperative and positive relationship with organizational growth, so it was endorsed that additional efforts must be put on evolving the human capabilities for overall economic growth. (Michael, Richard 2019). Leadership style always found to be significant among leader, employee and the organization performance, Manjari Srivastava (2017). Factors of transformational leadership style found more effective in developing emotional commitment among Male leaders, Shikha (2013). Lalit Kumar (2016), Research claimed that factors of transformational leadership were effective in handling various challenges related to business policy and further recommended to all strategists and executives to adopt transformational attributes.

Although there were quite many past research outcomes on the significance of leadership and its impact on their followers, very few had attempted to examine the leader's relationship with their follower's counterproductive work behavior performance. This paper will discourse the literature gap on "how leadership styles relate to employees' feeling of revealing CWB, particularly in the bank context. The study aimed to address an employee's feeling or the occurrence of CWB due to the functions of the leader style. The relation of factors of transformational leadership on subordinates' CWBs was examined

through a standardized scale, which had been extensively verified in the literature. The findings recommended that 'transformational leadership' must be adopted in the quest to reduce CWB. Additionally, it would theorize that bank employees who are rude with others at the workplace were assessed negatively, but not generally when they have 'high-quality relationships' with their supervisors or leaders, further they realized as a high performer also.

Research Methodology

The quantitative method was adopted, to gather primary data from 422 respondents comprising 212 employees from a private bank and 210 employees from a public bank in Rajasthan. The multi-stage sampling techniques were used to collect data from three cities (Jaipur, Jodhpur, and Udaipur) of Rajasthan based on the highest number of bank branches. In this explorative research, primary data was collected through online questionnaires using two verified tools i.e., Multifactor leadership Questionnaire MLQ (Bass 1999) for measuring leadership style of supervisors, which comprised five factors of transformational leadership which are: (a) Idealized Influence: Attributed (b) Idealized Influence Behavioural (c) Inspirational Motivation (e) Individualized Consideration and secondly the subordinates counterproductive work behavior, was measure on five items based on (complaining behaviour, extending unnecessary issues, engaging in off-task behavior, negative spokesperson, company Image Destroyer) of individual work performance questionnaire IWQP scale (Koopman et al., 2014; Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000). Descriptive and inferential statistical analysis was conducted for analysis of data based on objectives of the current study i.e., T-test and Pearson correlation and regression method.

Objective of the study:

1. To Determine the superior's transformational leadership style and subordinate's counterproductive work behavior in the public bank and private bank.
2. To Compare the significant difference of subordinate's counterproductive work behavior between a public bank and private banks.

3. To Identify the relationship between superior's transformational leadership style and subordinate's 'counterproductive work behavior' in public and private bank
4. To Know which factor of transformational leadership style impact the most on subordinates' counterproductive work behaviour performance in bank.

Hypothesis of the study:

H₀₁ There is no significant difference in subordinate's counterproductive work behavior among public bank and private banks.

H₀₂ There is no significant relationship between the superior's transformational leadership style and subordinate's 'counterproductive work behavior' in public bank and private bank.

H₀₃ There is no significant impact of the superior's transformational leadership style on subordinate's 'counterproductive work behavior' in Banks.

Data Analysis

Objective 1: To determine the superior's 'transformational leadership style' and counterproductive work behavior of subordinates in public bank and private banks.

4.1 Transformational Leadership Styles of the Managers in public and private banks of Rajasthan.

Table :1 Descriptive statistics of group variable Analysis of transformational leadership styles with its five Factors.

Descriptive Statistics analysis for Grouped Independent variables										
Variable MLQ-Scale	Public Bank					Private Bank				
	Mean	Median	Mode	Std. Deviation	Range	Mean	Median	Mode	Std. Deviation	Range
IA	3.43	3.50	4	.894	4	3.43	3.50	3	.869	4
IB	3.53	3.75	4	.840	4	3.44	3.50	4	.847	4
IC	3.17	3.25	4	.868	4	3.20	3.25	4	.890	4
IM	3.52	3.50	4	.799	4	3.50	3.50	4	.847	4
IS	3.37	3.50	3	.832	4	3.41	3.50	3	.755	4
	17.02					16.98				
TFLS	3.41	3.53	3	.738	4	3.40	3.50	3	.704	4

The results revealed in the table 1, that the bank supervisors owned transformational (TFLS) leadership traits, as the score displayed TFLS style often with the mean value of (M=3.41) & the standard deviation (0.738) in public banks and (M=3.40) and SD (0.704) in private banks shows a similar mean score in responses. This shows almost both the private and public bank leaders depicting similar levels of transformational style.

Among the five factors of transformational style, managers in the public banks exhibit the highest behavior pattern of idealized influence behavior, means leaders who encourage pride in workers for being allied with them with Mean=3.43 (SD-.804), followed by inspirational motivation M= 3.52 (SD-

.700), while in private bank according to followers their manger display the highest trait of inspirational motivation with Mean=3.50 (SD-.847), followed by idealized influence behavior M= 3.44 (SD-.847). Thus, outcome depicts that supervisors of public and private banks exhibit inspirational motivation and idealized influence behavior the highest in comparison to other factors and superiors are least showing the pattern of individualized consideration, which means leaders are not focusing much on followers need and aspirations personally. Thus, this calls for inducing such factors in a leader's behavior which increases and influences employee's performance positively.

4.2 Employee Counterproductive work behavior of public and private banks in Rajasthan.

Table: 2 Samples Statistics of Mean, Standard Deviation and 't' values of employee Counterproductive work behaviour of public Banks and private bank

Bank-wise comparison								
Research variables	Bank	N	Mean	Std. Deviation	Std. Error Mean	t	df	Sig. (2-tailed)
Counterproductive work behaviour	Public	210	2.1676	.96924	.06688	-1.217	420	0.224
	Private	212	2.2783	.89850	.06171	-1.216	417	0.225

Counterproductive work behavior Performance: in table 2, on the employee performance construct scale, the CWB discussed the negative issues & culture of their organization, the employees are focused on non-performing elements and believe in criticizing the organization's work setting. The result showed, that CWB has a low score which indicates the low level of such negative performance in public sector bank (M = 2.1676, SD = .96924), which is significantly slightly lower with the difference value of (-.011068) from the

employees of the private bank of Rajasthan. (M = 2.2783, SD = .8985). This depicts that in both private and public sector banks, the negative work behavior performance of subordinates stands low, which means, somehow, they are least discontented with their company and with their supervisors.

Objective: 2: To compare the employee counterproductive work behavior in public and private banks.

Table: 3 Comparison of employee's counterproductive work behavior in public and private banks.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
C W B	Equal variances assumed	.240	.624	-1.217	420	.224	-.11068	.09097	-.28950	.06813
	Equal variances not assumed			-1.216	416.9	.225	-.11068	.09100	-.28956	.06820

In Table 2, Levene 's Test of Equality of variance was applied and result indicates F = .240 and p = 0.624 Since p > 0.05. so, we accept that variance are equal, and T-test, p = 0.224 for equality of means found more than 0.05, i.e. (p = 0.224 which is > 0.05), Accordingly there is 'no sufficient' evidence to reject the non-significant difference, which depict no significant difference of counterproductive work behaviour among employees of Public bank and Private Sector Banks. This can conclude employees of

both the public sector and private sector banks were performing on the same baseline without possessing negative emotion and harmful behavior towards the organization.

Objective: 3 To determine the relationship between superior's transformational leadership style and subordinates counterproductive work behaviour in public and private bank.

Table 4. Pearson Correlation Between Transformational Leadership Style and Counterproductive Work Behavior

Correlations			
Leadership Style		Performance	
		Public Counterproductive work behavior	Private Counterproductive work behavior
Idealized Influence Attributes / IA	r value	-0.089	-0.155
	P value	0.200	0.024
	N	210	212
Idealized Influence Behaviours / IB	r value	-0.079	-0.223
	P value	0.251	0.001
	N	210	212
Individual Consideration / IC	r value	-0.039	-0.269
	P value	0.576	0.000
	N	210	212
Inspirational Motivation / IM	r value	-0.175	-0.230
	P value	0.011	0.001
	N	210	212
Intellectual Stimulation / IS	r value	-0.064	-0.086
	P value	0.359	0.214
	N	210	212
TFLS	r value	-0.100	-0.233
	P value	0.150	0.001

Correlation among Transformational Leadership and Counterproductive work behaviour : As shown in table 3, the relationship between CWB and Transformational Leadership style depicts a non-significant negative relationship in public banks with the value of $r = -0.100$, $p = 0.150 > 0.05$, while in private banks we found significant relation but with negative value $= -0.233$, $p = 0.001 < 0.05$, this shows negative levels of CWB performance associated with TFLS in private bank. That means private bank employees are interrelated to their leader's behavior, which elaborate that if the leader is more committed to transformational style than followers will describe less or no harmful activities by their behavior. Similar result was of its five factors as in public bank IIA ,IIB, IC and IS showed negative non-significant relation with CWB of followers but IM was negatively correlated which

means public bank supervisor's must possess Inspiration motivation pattern in their style of leadership to cut down the level of CWB in Subordinates, while Result of private bank revealed that IIA, IIB, IC, IM are statistically significant but with negative correlation, that means if leaders in private banks behave in the framework of these factor then this could reduce the level of Counterproductive behavior among followers in private bank. Further, the leader's intellection stimulation pattern found no significant relation with employees CWB in the private bank.

Objective: 4. To know which factor of transformational leadership style impact the most on subordinates' counterproductive work behaviour performance in bank.

Table 5. Multiple Regression for Transformational Leadership Style with Counterproductive Work Behavior

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.382a	.146	.128	.87324
a. Predictors: (Constant), TFLS				
b. Dependent Variable: CWB				

The multi regression model with five independent factors of transformational style explains 14.6% of the variance of subordinate counterproductive work behaviour performance in bank. The adjusted R2 indicates no over-fitting of the model and that the results are generalizable from the perspective of the ratio of observations to variables in the equation.

Table 6. Showing Analysis of Variances with respect to regression

ANOVA ^b						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.802	9	5.978	7.839	.000a
	Residual	314.170	412	.763		
	Total	367.972	421			
a. Predictors: (Constant), TFLS						
b. Dependent Variable: CWB						

The F value of 7.839 is far above 1.00 ($\alpha = 0.05$), so it shows that the regression as a whole is highly significant. It reaches the same conclusion by noting that the output tells us that —p is 0.000. Because this prob value is less than our significant level of $\alpha = 0.05$, it concludes that the regression as a whole is significant.

Table: 7 Beta values and significance level in predicting employee Counter-productive work Behavior performance

Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	2.104	.274		7.671	.000	1.565	2.643		
Idealized Influence Attributes / IA	-.051	.029	.081	1.749	.041	-.006	.108	.978	1.023
Idealized Influence Behaviours / IB	-.098	.094	-.089	-1.048	.050	-.282	.086	.290	3.446
Individual Consideration / IC	-.108	.072	-.102	-1.507	.013	-.249	.033	.456	2.194
Inspirational Motivation / IM	-.186	.085	-.164	-2.187	.029	-.354	-.019	.369	2.710
Intellectual Stimulation / IS	-.211	.082	.179	2.561	.011	.049	.373	.424	2.359

a. Dependent Variable: Counterproductive work behavior

Referring to probability value from above table:7, It can be concluded that IIA, IIB, IC, IM, IS are explanatory variables for subordinate counterproductive work behaviour, but all factors are negatively impacting. Although all factors had impact on CWB but among all Intellectual Stimulation followed by Inspirational Motivation variable had affected the most to subordinates CWB, that means if supervisors adopted these factors in banks than it could reduce CWB among employees. Hence the multi-regression test rejected the null hypothesis that H_{03} There is no significant impact of the superior's transformational leadership style on subordinate's 'counterproductive work behavior' in Banks.

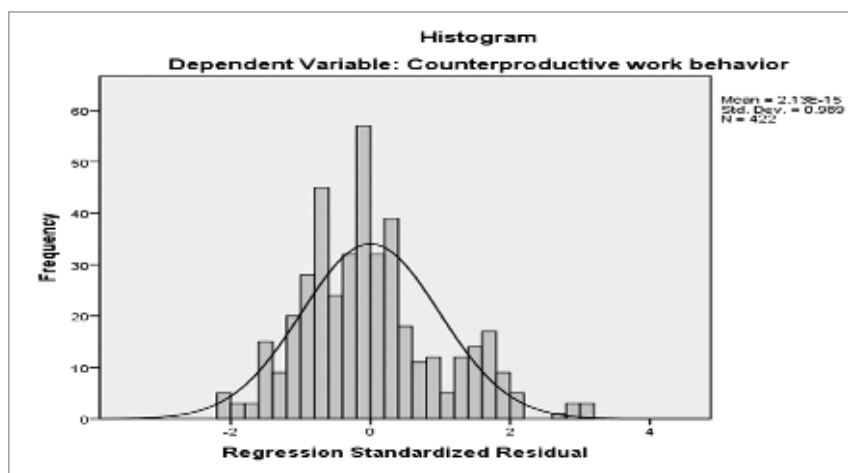


Figure: 2

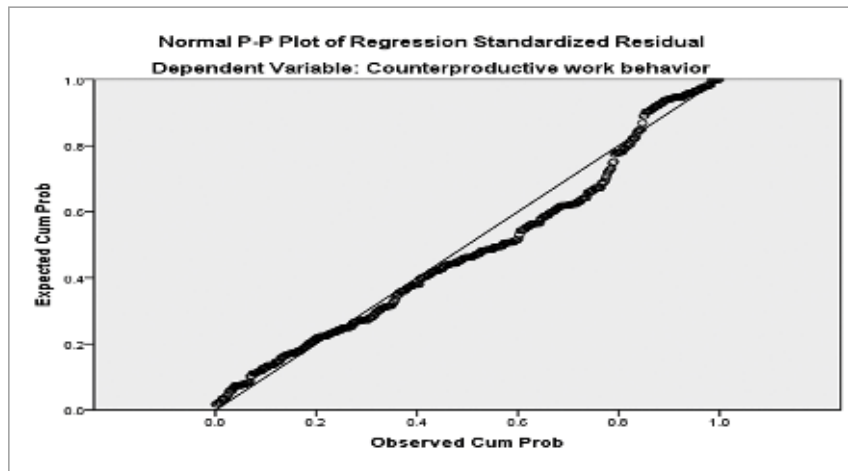


Figure: 3

Finding

The findings of the paper uncovered that though, in both public and private banks, supervisors have adopted transformational leadership styles with the average mean score. However, in the public bank's subordinates, it showed a less amount of counterproductive work behavior, in comparison to private banks. Further, the superiors transformational style in public bank found to be non-significantly related to CWB, while in private bank TFLS was found to be statistically significant but negatively related to the CWB of employees, Thus the result supported in determining the relation of 'leadership styles' to predict the negative work behaviors of employees in public and private bank. From this study, a comparison was also conducted, where the subordinate's counterproductive work behavior dimension was found with no significant difference between the public and private banks. It means employee has a similar level of CWB performance, without significant differences, it may be due to increasing maintenance and monitoring of employee well-being in modern banking sector, which is necessary to retain employment with a healthy mentality in both the sectors. Among all factor's intellectual stimulation and inspirational motivation of supervisors' transformational style had negatively influenced the most, that means if supervisors adopted these factors

in banks than it could reduce CWB among employees. Result explored that if banks managers started adopting transformational leadership style while directing their employees than this would return positive performance among them and employees' negative counterproductive behaviour towards their organization would reduce in large.

Recommendations

Based on the result of this study, leaders in both private and public banks were suggested to increase their behavior pattern of inspirational motivation, as this factor found negative relationship with CWB in the study, that means if leaders would induce such factor in their style of transformational leadership than this would assist in reducing CWB of their followers. It was suggested that Leaders must give work challenges to followers. In return, followers would demonstrate their commitment to goals and the shared vision with high team spirit, which would help to reduce the employees' negative attitude towards the organization and their citizens. Further, in private banks, individualized consideration, along with IIA and IIB, could also decrease employees' counterproductive work behavior. So, leaders must try to adapt such factors for increasing the supreme performance of their followers and must focus on cutting down harmful and destructive behavior of subordinates

Managerial Implications

Bank supervisors must put efforts on attractive workplace, equipment, shift system, and work schedules to reinforce positive workplace environments, should try and appreciate employee perceptions, make fair and equitable policies, Giving respect, positive work insights, with innovative missions and constant encouragement for development has often hold the key to lock counterproductive workplace behavior in the organization. Nevertheless, it is imperative to remember that followers may not regularly voice their emotional state. So perceiving body language and other behavioral signs are also necessary. As counterproductive workplace behaviors can become a substantial issue if not handled carefully, this behavior starts with a little matter like cell phone use on the job to the absolute hazardous like viciousness against others. So, managers must be armed with positive solutions to cut such cases in its initial phase only.

Applicability and Generalizability

The outcome of this research study suggested that more and more efforts should be placed on the development of company's leaders' styles. Transformational leaders endorse in economic changes and assist their company to stay competitive. Its core is universal, though, its behavioral displays vary across cultures. This study took a primary look at the behavioral manifestations of transformational leadership that are unique to Indian Banks. Due to highly competitive culture, its not only in India, but across the nation, there has been a huge work pressure, which has directly and indirectly emerged a negative work behaviour among employees'. Banks of emerging countries must espouse strategies to improve their bank managers behaviour which could foster positive performance behaviour in their followers, and to reduce negative work attitude among them. For overall world economic development, it is so far, the most challenging task of any leader, as employee's negative behavior must be tackle with assertiveness, without annoyance., where this would

not persist and wouldn't even not escalate into dangerous situations. Manager should put efforts on attractive work culture, apparatus, shift-system, flexible hours and also work schedules to reinforce positive workplace environments, they should try to appreciate employee perceptions, made fair and equitable policies. By giving respect, positive work insights, with innovative & new projects, leaders continuously encourage followers to expand, such efforts often hold the key to uneasy counterproductive workplace behavior throughout an organization. Nevertheless, it is imperative to remember that followers may not regularly voice their emotional state, so detecting body language and other behavioral signs are also necessary.

Research Limitations

A longitudinal design and by taking other factors of CWB to explore, could offer more support for the findings. Focus on just a single source, and single time data was addressed as employees filling out their performance questionnaire, which could be biased for themselves. Many bank respondents were reluctant to answer the questionnaire without prior permission of their managers and could hide specific evidence in fear. Other task and contextual performance dimensions could also be included for a clearer picture of the overall performance of followers concerning leaders' style of managing. It was believed that the limitation of using a broad construct like the leadership had overshadowed by the possibility of obtaining further information in this field. Further, more research must observe other varieties of leader behaviors to their consequences.

Conclusions

The key findings of this research paper study propose that effective leaders are those, who lead their followers by example, by putting attention to individual followers, and one who also a response to their problems quickly, decisively, and proficiently. It was an "over-simplification," but value retention, and also worth further study using diverse dependent

variables & different theoretical perspective. In short, this research had provided support for implanting a transformational leadership style in bank superior's behavior as it could help to cut down employee's Counterproductive work behavior. It concluded that if leaders apply attributed idealized influence, and individualized consideration in their behavior that this

could reduce undesirable emotions and harmful intentions among followers. To sum up, we could suggest that leader behaviors are imperative, to identify how an employee feels regarding their job, culture, organization, and willingness to participate in organization success along with their own performance growth.

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