

# Transformational Leadership Style and Subordinates' Counterproductive Work Behaviour: A Study on Public and Private Sector Banks in India

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## Abstract

An organization's success is not just attained through financial excellence, but also from its human resources that are 'physically' and 'psychologically' stable. To achieve this, the organization needs to sustain a harmonized work culture, which is a key aim for every company's leader. Organizations require a team of committed, competent and positive minded employees who can consistently contribute to the growth of their company in this dynamic, scenario. However, a competitive and fast paced scenario results in management not giving due consideration to understanding their employees while assessing the latter's performance. This results in undue pressure on employees to adapt, which, in turn, has a negative impact on employees' wellbeing, attitude and excellence of work life. This eventually results in unethical and counterproductive work behaviour among employees. The concept of counterproductive work behaviour has existed at every level of the workplace. This is spreading through perceived negativity towards organizations. This implies the need for managers/supervisors to create a secure work environment to encourage positive behaviour from employees. This paper attempts to determine whether there is any relation between superiors' transformational leadership style and subordinates' counterproductive work behaviour in public and private sector banks. For this analytical study, data of 422 bank subordinates was collected by multi-stage sampling from three major cities of India. The analysis reveals that in private sector banks, transformational leadership style was found to be statistically significant, but held a negative relation with subordinates' counterproductive work behaviour.

**Keywords:** Transformational leadership styles, supervisor, subordinates, banking sector, counterproductive work behaviours

## 1. INTRODUCTION

Leadership promotes and outlines the company's strategies, their implementation and success, by inspiring its followers to perform a task beyond anticipated firms' goals. On the other hand, a poor style of leadership results in employees either resigning from the 'job' or adopting 'counterproductive work behaviours' (CWBS). Leaders who offer 'weak' guidance convey negative implications about their capability. This results in inadequate performance by employees (Broersma, 2004). In this scenario, it was noted that about 33 to 75% of all employees usually engage in negative activities like fraud, stealing, damage and sabotage. It is essential to measure and control such activities since they result in psychological and social costs. Detecting the impact of such activities in monetary terms and their impact on employees' psychology is an immense challenge for every leader in the organization. This is specifically true for the banking sector where employees face pressure due to dynamic technological changes. Analysis of literature reveals that there are diverse forms of counterproductive work behaviour and a number of factors to reduce such actions, which include personal-individual factors and organization-situational factors. In case of organizational-situational factors, the leader's attitude and leadership style have played an essential role in employees' positive and negative performance outcomes.

## Research Question

This paper has attempted to examine supervisors' transformational leadership style in public and private sector banks in India. It explores the relationship between supervisors' (bank managers) transformational leadership with their subordinates'

counterproductive work behaviour. It explores in-depth how leadership factors affect negative behaviour of employees. Research questions tested were: 1. Which leadership factors prevail in banks? 2. Do bank leaders' styles impact employees' performance? 2. Is there any difference between subordinates' counterproductive work behaviours in private and public sector banks in India?

This conceptual model was tested to determine the level of impact of bank supervisors' leadership style on their subordinates' counterproductive work behaviour. Idealized influence attributes and behaviours, individual consideration, inspirational motivation, and intellectual stimulation were all exogenous constructs of supervisors' transformational leadership style. Five factors of subordinates' counterproductive work behaviour performance are: complaining behaviour, extending unnecessary issues, engaging in off-task behaviour, negative spokesperson, and company image destroyer. The structural model outlined the contributory relationship among the various factors in Indian banks (Figure 1).

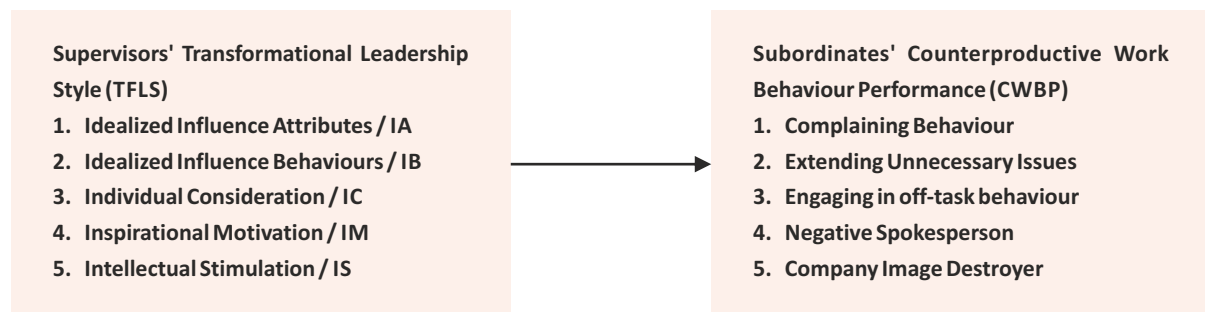


Figure 1: Conceptual Model

## Theoretical Framework

Leadership style means practicing power and directing the actions of followers for accomplishing organizational goals. Different leadership styles have direct or indirect effects on followers' work performance. Leadership builds the work atmosphere both in terms of objective efficiency and subjective perceptions of employees. There is substantial 'evidence' that transformational style of leadership is effective in encouraging constructive follower satisfaction, inspiration, performance and organizational outcomes (Bass, 1996; Wofford, Whittington, & Goodwin, 2001). Transformational leaders believe and trust their followers, and help each other thereby achieving a high level of morale and inspiration (Burns 1978). Five dimensions build transformational leaders i.e., idealized influence attributes, idealized influence behaviour, inspirational motivation, individualized consideration, and intellectual stimulation (Bass & Riggio, 2006). Transformational leaders can be a role model for their subordinates, where the leader encourages innovation, admires his followers, and acts as a mentor for them. Through this, followers also recognize that their supervisor is making an extra effort to match their aspirations, and to bring necessary transformation in the organization.

Every leadership style interplays different roles for different outcomes. It was observed that vocal aggression from managers was linked with deviant acts (CWB) by organizational followers and also increased the intention to leave the organization (Marrs, 2000).

Counterproductive work behaviour by an individual or a group results in steady destruction of the organization's rules and strategies, which can risk or harm the wellbeing of the company and its stakeholders (Rotundo & Sackett 2002). CWBs are a set of discrete actions which are intentionally or unintentionally done to harm the company and its stakeholders like employees, clients/customers, co-workers and supervisors (Fox, Spector, and Miles, 2001). It may also manifest in the form of minor conflicts or bullying (Ayoko, Callan, & Härtel, 2003). It also includes actions such as arriving late to work or leaving early, spreading rumours within or outside the organization (Y. hu, 2015). It could also be associated with 'procrastination' or 'time theft', that is, wasting the 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 behaviour, or theft, and abusing the company's property (Koopmans, 2011, 2014). Violence, burglary, sabotage, and many other actions of CWB are extremely costly for any organization from the financial, reputation and human capital perceptions. In addition,

Spector & Fox (1999) stated that CWB acts like a response to several stresses at the workplace. All these varied conceptions of CWB result in one effect – decrease in overall organization performance and productivity (Robbins, Ford, & Tetrick, 2012).

While managers are looking for suitable solutions to stop such psychological and social costs, this intended or unintended attempt by employees results in negatively impacting the organization's growth and becoming a key hurdle in individual work performance.

There could be numerous factors that can increase CWB; literature reveals that employees' own individual factors and situation factors are the primary reasons for such behaviour. This research confirms that one of the situational factors is supervisors' behaviour with their subordinates; the latter have become victims of disrespect, unfair actions, lack of commitment. Besides, employees are interpersonally deviant from their leaders. This study inspected situational factors, i.e., transformational leadership style in forecasting CWBs directed at employees in the banking sector. These findings propose that to stop CWBs, banks must have transformational leadership training programs and employee development seminars for gaining employee performance rather than just focusing on customer satisfaction.

## 2. Literature Review

Organizations continue to struggle to survive and sustain their competitive benefits. It is imperative for them to thoroughly recognize the factors that influence employees - high performance-oriented work outcomes. It has been 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 behaviours (e.g., CWB). Harari et al. (2016) explore through meta-analysis research that innovative behaviours were highly related to task performance and organizational citizenship behaviours, and undesirably related to counterproductive work behaviours. It was revealed that people, who gain higher levels of work satisfaction, have proper levels of task performance, a good sense of citizenship and fewer levels of counterproductive behaviour (Jason A, 2015). It was also noticed in one study that employee job tenure has no relationship with counterproductive work behaviours (Ng and Feldman, 2013, Priesemuth 2013), which means CWB can arise in any of the job's phases. Further, older employees were found to be more reliable, authentic and trustworthy for their company than younger workforces; the latter also displayed CWB more in comparison to older employees (Posthuma and Campion, 2009).

In terms of leadership style, many researchers have revealed that transformational and transactional styles positively visualize an extensive variability of performance outcomes at the individual, group and organizational levels (Bass and Bass, 2009). This paper validates existing research that if leaders focus on creating a positive atmosphere as well as caring for employees' emotions, it could remove the existence of CWB. If subordinates feel that they are being mistreated or that their manager fails to notice their constructive contribution, it can induce CWB. The absence of 'transformational leadership' could be measured as dangerous as a 'stressor' in life. If managers fail to inculcate trust and respect with pride, shared vision and skills to convey a 'sense of mission' (Lowe, 1996), followers might even leave the company or may stay with negative emotions and CWB. Townsend, along with his colleagues (2000) stated that managers described a higher incidence of CWB against the company between subordinates due to weak exchange relationships. Therefore, it's important to measure and control such behaviour. Berry et al. (2012) explained that self-reports of CWB were found to be more feasible than ratings by co-workers, peers and supervisors, who would rate employees' performance on the basis of their overall impression as an employee instead of thinking about the performance dimension (Dalal, 2005; Viswesvaran et al., 2005). It has been recognized that human resource development has an imperative and positive relationship with organizational growth.

Hence, it was endorsed that additional efforts must be put on evolving human capabilities for overall economic growth (Michael, Richard 2019). Leadership style has always been found to be significant among leader, employee and organization performance (Manjari Srivastava, 2017). Factors of transformational leadership style was found more effective in developing emotional commitment among male leaders (Shikha, 2013). Lalit Kumar (2016) stated that factors of transformational leadership were effective in handling various challenges related to business policy and further recommended that all strategists and executives adopt transformational attributes.

Although there are numerous 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 his follower's counterproductive work behaviour performance. This paper will bridge 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

leadership style. The relationship 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 theorizes 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; they were also recognized as high performers.

### 3. 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. 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 of 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 behaviour was measured on five items (complaining behaviour, extending unnecessary issues, engaging in off-task behaviour, negative spokesperson, and 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.

#### 3.1 Objective of the study:

1. To determine the superior's transformational leadership style and subordinate's counterproductive work behaviour in public and private sector banks.
2. To compare subordinates' counterproductive work behaviour in public sector banks vis-à-vis private sector banks.
3. To identify the relationship between superiors' transformational leadership style and subordinates' counterproductive work behaviour in public and private sector banks.
4. To find out which factor of transformational leadership style has the maximum impact on subordinates' counterproductive work behaviour performance in banks.

#### 3.2 Hypotheses of the study:

- H<sub>01</sub>** There is no significant difference in subordinates' counterproductive work behaviour among public and private sector banks.
- H<sub>02</sub>** There is no significant relationship between superiors' transformational leadership style and subordinates' counterproductive work behaviour in public and private sector banks.
- H<sub>03</sub>** There is no significant impact of superiors' transformational leadership style on subordinates' counterproductive work behaviour in banks.

### 4. Data Analysis

**Objective 1:** To determine superiors' transformational leadership style and counterproductive work behaviour of subordinates in public and private sector banks.

#### 4.1 Transformational Leadership Styles of Managers in public and private sector 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				
<b>TFLS</b>	<b>3.41</b>	<b>3.53</b>	<b>3</b>	<b>.738</b>	<b>4</b>	<b>3.40</b>	<b>3.50</b>	<b>3</b>	<b>.704</b>	<b>4</b>

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

Among the five factors of transformational style, managers in public sector banks exhibit the highest behaviour pattern of idealized influence behaviour, which means leaders 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 sector banks, according to followers, their managers display the highest trait of inspirational motivation with Mean=3.50 (SD-.847), followed by idealized influence behaviour M= 3.44 (SD-.847). Thus, the outcome depicts that supervisors of public and private sector banks exhibit inspirational motivation and idealized influence behaviour, the highest in comparison to other factors, and superiors show a minimum pattern of individualized consideration, which means leaders don't focus much on followers' needs and aspirations personally. Thus, this calls for inducing such factors in a leader's behaviour, which increases and influences employees' performance positively.

#### 4.2 Employee counterproductive work behaviour of public and private sector banks in Rajasthan

**Table 2: Sample Statistics of Mean, Standard Deviation and 't' values of employee counterproductive work behaviour of public and private sector banks**

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 behaviour performance: In Table 2, on the employee performance construct scale, CWB included negative issues and culture of the organization; 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 a low level of such negative performance in public sector banks (M = 2.1676, SD = .96924), which is significantly slightly lower with the difference value of (-.011068) from employees of private sector banks of Rajasthan. (M = 2.2783, SD = .8985). This depicts that in both private and public sector banks, negative work behaviour performance of subordinates stands low, which means, somehow, they are least discontented with their employer and supervisors.

#### Objective 2: To compare employee counterproductive work behaviour in public and private sector banks

**Table 3: Comparison of employees' counterproductive work behaviour in public and private sector 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 the result indicates  $F = .240$  and  $p = 0.624$ . Since  $p > 0.05$ , we accept that variances 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 'not sufficient' evidence to reject the non-significant difference, which depicts no significant difference of counterproductive work behaviour among employees of public and private sector banks. This can conclude that employees of both public and private sector banks were performing on the same baseline without possessing negative emotions and harmful behaviour towards the organization.

**Objective 3: To determine the relationship between superiors' transformational leadership style and subordinates' counterproductive work behaviour in public and private sector banks**

**Table 4: Pearson correlation between transformational leadership style and counterproductive work behaviour**

Correlations			
Leadership Style		Performance	
		Public	Private
		Counterproductive work behaviour	Counterproductive work behaviour
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

Correlations			
Leadership Style		Performance	
		Public	Private
		Counterproductive work behaviour	Counterproductive work behaviour
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 between 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 sector banks with the value of  $r = -0.100$ ,  $p = 0.150 > 0.05$ , while in private sector banks, we found a significant relation but with negative value  $r = -0.233$ ,  $p = 0.001 < 0.05$ . This shows negative levels of CWB performance associated with TFLS in private sector banks. That means private sector bank employees are interrelated to their leader's behaviour, which elaborates that if the leader is more committed to transformational style, then followers' actions will be less harmful and unsafe for the organization. Results revealed in the public sector bank that transformational four factors i.e. idealized influence attributes, idealized influence behaviours, individual consideration and intellectual stimulation showed negative non-significant relation with followers' counter-productive work behaviour. Further, supervisors' inspirational motivation leadership pattern was found significant but negatively related with subordinates CWBP. The result of the private sector bank revealed that IIA, IIB, IC, IM are statistically significant but with negative correlation. It means leaders in private sector banks effect their subordinates' counterproductive work behaviour, but in a negative way, which means if leaders adopt such leadership pattern, then counterproductive work behaviour among employees could be reduced. Further, the leader's intellectual stimulation pattern found no significant relation with employees' CWB in private sector banks.

**Objective 4: To know which factor of transformational leadership style has the maximum impact on subordinates' counterproductive work behaviour performance in banks**

**Table 5: Multiple regression for transformational leadership style with counterproductive work behaviour**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.382 <sup>a</sup>	.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 banks. The adjusted R<sup>2</sup> 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: Analysis of variances with respect to regression**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.802	9	5.978	7.839	.000 <sup>a</sup>
	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 behaviour performance**

Coefficients <sup>a</sup>									
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 behaviour									

Referring to probability value from 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 an impact on CWB, among all, Intellectual Stimulation followed by Inspirational Motivation variable affected subordinates' CWB the most; that means, if supervisors adopted these factors in banks, then it could reduce CWB among employees. Hence, the multi-regression test rejected the null hypothesis H03 - There is no significant impact of the superior's transformational leadership style on subordinate's counterproductive work behaviour in banks.



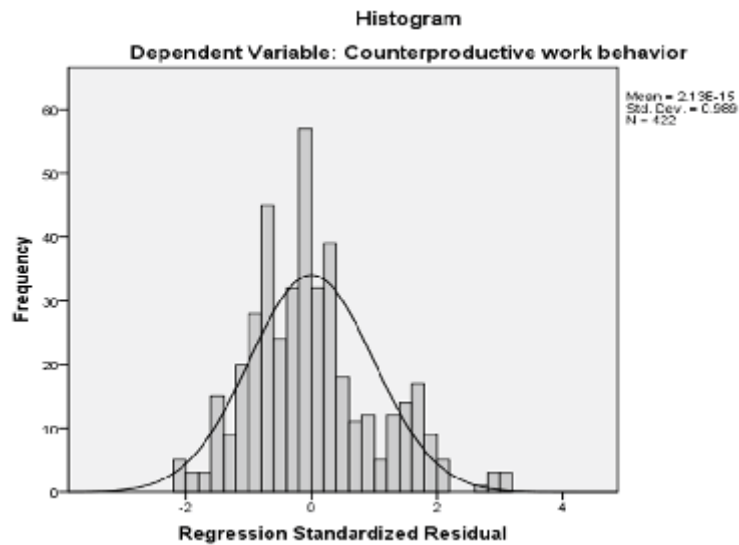


Figure 2: Histogram of Standardized Residuals from Multiple Linear Regression



Figure 3: Residual Plot against Standardized Predicted Values

**FINDING:** The findings of the paper uncovered that in both public and private sector banks, supervisors have adopted transformational leadership styles with the average mean score. However, in case of public sector banks' subordinates, it showed a lower amount of counterproductive work behaviour in comparison to private sector banks. Further, the superiors' transformational style in public sector banks was found to be non-significantly related to CWB, while in private sector banks, TFLS was found to be statistically significant, but negatively related to CWB of employees. Thus, the result supported in determining the relation of 'leadership styles' to predict negative work behaviours of employees in public and private sector banks. This study also revealed that there was no significant difference between public and private sector banks' subordinates' counterproductive work behaviour dimension. It means employees had a similar level of CWB performance, without significant differences. It may be due to increasing maintenance and monitoring of employees' well-being in modern banking sector, which is necessary to retain employees with a healthy mentality in both the sectors. Among all factors, intellectual stimulation and inspirational motivation of supervisors' transformational style had the highest negative influence; that means, if supervisors adopted these factors in banks, then it could reduce CWB among employees. The results revealed that if bank managers started adopting transformational leadership style while directing their employees, then this would return positive performance among them and employees' negative counterproductive behaviour towards their organization would reduce.

**RECOMMENDATIONS:** Based on the results of this study, leaders in both private and public sector banks were advised to increase their behaviour pattern of inspirational motivation, as this factor had a negative relationship with CWB; that means, if leaders induce this factor in their style of transformational leadership, then this would assist in reducing CWB among their

followers. It is 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 employees' negative attitude towards the organization and stakeholders. Further, in private sector banks, individualized consideration, along with IIA and IIB, could also decrease employees' counterproductive work behaviour. Leaders must try to adopt such factors for improving performance of their followers and must focus on cutting down harmful and destructive behaviour of subordinates.

**MANAGERIAL IMPLICATIONS:** Bank supervisors must make efforts to create an attractive workplace with good equipment, reasonable shift systems and work schedules to reinforce a positive workplace environment. They should appreciate employee perceptions, make fair and equitable policies, give respect, offer positive work insights with innovative tasks and constant encouragement for development. These qualities hold the key to avoid counterproductive workplace behaviour in the organization. Nevertheless, it is imperative to remember that followers may not regularly voice their emotional state. So perceiving body language and other behavioural signs are also necessary. As counterproductive workplace behaviours can become a substantial issue if not handled carefully, this behaviour 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 itself.

**APPLICABILITY AND GENERALIZABILITY:** The outcome of this research study suggests that greater efforts should be placed on development of the company's leaders' styles. Transformational leaders endorse economic changes and assist their company to stay competitive. Its core is universal, though its behavioural displays vary across cultures. This study took a primary look at the behavioural manifestations of transformational leadership that are unique to Indian banks. A competitive culture has resulted in significant work pressure, which has directly and indirectly resulted in 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 reduce negative work attitude among them. For overall world economic development, it is so far, the most challenging task for any leader, as employees' negative behaviour must be tackled with assertiveness, without annoyance, where this would not persist and escalate into dangerous situations. Managers should make efforts to create an attractive work culture, apparatus, shift-system, flexible hours and also work schedules to reinforce positive workplace environments. They should appreciate employees' perceptions, and make fair and equitable policies. By giving respect, positive work insights, with innovative and new projects, leaders continuously encourage followers to improve. Such efforts often hold the key to avoiding counterproductive workplace behaviour throughout an organization. Nevertheless, it is imperative to remember that followers may not regularly voice their emotional state, so detecting body language and other behavioural signs are also necessary.

**RESEARCH LIMITATIONS:** A longitudinal design and taking other factors of CWB into consideration 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 tasks 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 leadership was overshadowed by the possibility of obtaining further information in this field. Further, more research must include other varieties of leader behaviours and their consequences.

**CONCLUSIONS:** The key findings of this research paper propose that effective leaders are those, who lead their followers by example, by giving attention to individual followers and responding to their problems quickly, decisively, and proficiently. It was an "over-simplification," but value retention, and also worth further study using diverse dependent variables and different theoretical perspectives. In short, this research provides support for implanting a transformational leadership style in banks' superiors' behaviour as it could help cut down employees' counterproductive work behaviour. It concludes that if leaders apply attributed idealized influence and individualized consideration in their behaviour, this could reduce undesirable emotions and harmful intentions among followers. To sum up, we suggest that leaders' behaviours are imperative to identify how employees feel about their job, culture, organization and willingness to participate in the organization's success along with their own performance growth.

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