



An Experimental Study of the Effect of Motivational Exercises on Leadership of Bank Employees

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1. Introduction

Retail banking is facing many challenges, not least the loss of trust and loyalty of its customers. The financial crisis forces banks to investigate their relationships with stakeholders and further assure them that their brand promises will be delivered. More than ever, banks need to have something positive and value shared by shareholders. One way to achieve this is to pay more attention to brand values. In present experimental study, the researcher studied the effect of motivational exercises on leadership of bank employees.

2. Variables of the study

1. Independent variables

1) Groups

- A. Experimental Group
- B. Controlled Group

2) Gender of Employee

- C. Male
- D. Female

2. Dependent variables

Leadership of Bank Employee

3. Objectives

1. To study the effect of motivational exercises on leadership of bank employee.
2. To study the effect of motivational exercises on leadership of bank employee in the context of group.
3. To study the effect of motivational exercises on leadership of bank employee in the context of gender.

4. Hypotheses

- H₀₁ There is no significant difference between mean scores of Leadership Inventory of employees of experimental group and controlled group.
- H₀₂ There is no significant difference between mean scores of Leadership Inventory of male employees of experimental group and controlled group.
- H₀₃ There is no significant difference between mean scores of Leadership Inventory of female employees of experimental group and controlled group.
- H₀₄ There is no significant difference between mean scores of Leadership Inventory of male and female employees of experimental group.
- H₀₅ There is no significant difference between mean scores of Leadership Inventory of male and female employees of controlled group.

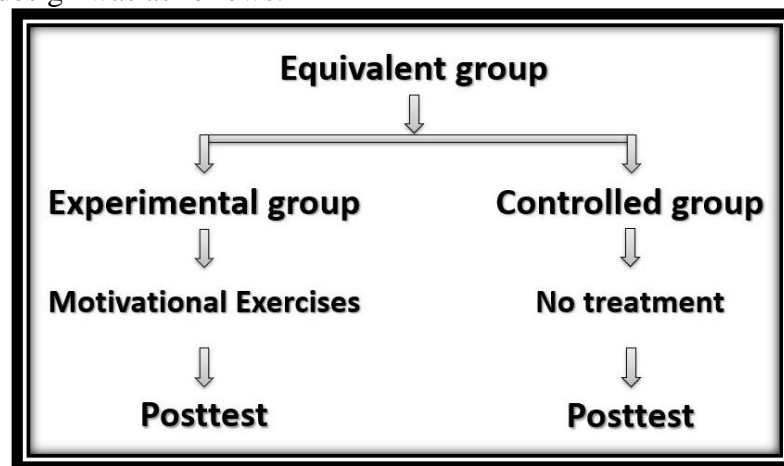
5. Research Method

The main objective of researcher was to study the effect of motivational exercises on leadership of bank employees. The researcher constructed some motivational exercises to improve leadership of bank employees. To perform these exercises on bank employees, the researcher used experimental research method.

6. Experimental Design

The researcher took a leadership test of employees of bank using Leadership Inventory. Then the employees were distributed in two different groups according to their scores obtained in Leadership Inventory. To distribute employees in two different groups the researcher used pair matched method in which a pair of having almost equal scores was derived and each employee of the pair was distributed in two different groups. Thus, two equivalent groups were formed out of which an experimental group and a controlled group was formed.

The experimental design was as follows:



The researcher treated the experimental group with motivational exercises and controlled group was left without any treatment. After the motivational exercises were completed a post test of Leadership Inventory was conducted for both group and scores obtained were compare and analysed using t-test.

7. Sample of the study

The researcher selected 40 employees from eight different branches of ICICI banks.

Table 1.0:Sample of the Study

Groups/ Gender	Experimental Group	Controlled Group	Total
Male	10	10	20
Female	10	10	20
Total	20	20	40

8. Research Tools

- 1.Leadership Inventory (Pre-test)
- 2.Leadership Inventory (Post-test)

The researcher constructed two different form of Leadership Inventory as a pre-test and post-test. In each inventory, there were 30 items.

9. Procedure of Data Collection

The researcher conducted a two days session of motivational exercises in four different branches of ICICI banks. Before this session the employees were given pre-test form of Leadership Inventory

and on the scores of it, employees were distributed in two different groups. In all branches the employees were distributed in two different equivalent groups: 1) Experimental group and 2) Controlled group. Employees of Experimental group were treated with motivational exercises while employees of controlled group were left without any treatment. After completion of treatment, the employees were given post-test form of Leadership Inventory. The scores of employees were obtained and used for data analysis.

10. Techniques of Data Analysis

The researcher constructed hypotheses which were checked using t-test.

11. Results of t-tests

Ho1 There is no significant difference between mean scores of Leadership Inventory of employees of experimental group and controlled group.

Table 2.0: Mean, SD, SED and t-value of bank employees of experimental and controlled group

Group	N	M	SD	SED	t	Significance
Experimental	20	46.88	6.36	1.95	3.44	0.01
Controlled	20	40.17	5.97			
df	0.01	0.05				
38	2.71	2.02				

The mean score obtained in post-test by employees of experimental and controlled groups are 46.88 and 40.17 respectively. The standard deviations are 6.36 and 5.97, standard error of deviation is 1.95 and calculated t-value is 3.44.

For, df=38, table t-values are 2.71 at 0.01 level and 2.02 at 0.05 level. Calculated t-value more than table t-values at both the levels. Thus, hypothesis is rejected and there is a significant difference between mean scores of employees of experimental group and controlled group.

Moreover, mean score of employees of experimental group is more than mean score of employees of controlled group. Therefore, it is said that the effect of motivational exercises on employees' leadership is positive which helped to improve leadership of employees of experimental group.

Ho2 There is no significant difference between mean scores of Leadership Inventory of male employees of experimental group and controlled group.

Table 3.0: Mean, SD, SED and t-value of male bank employees of experimental and controlled group

Male	N	M	SD	SED	t	Significance
Experimental	10	48.53	5.23	1.83	3.68	0.01
Controlled	10	41.78	6.32			
df	0.01	0.05				
18	2.88	2.10				

The mean score obtained in post-test by male employees of experimental and controlled groups are 48.53 and 41.78 respectively. The standard deviations are 5.23 and 6.32, standard error of deviation is 1.83 and calculated t-value is 3.68.

For, $df=18$, table t-values are 2.88 at 0.01 level and 2.10 at 0.05 level. Calculated t-value more than table t-values at both the levels. Thus, hypothesis is rejected and there is a significant difference between mean scores of male employees of experimental group and controlled group.

Moreover, mean score of male employees of experimental group is more than mean score of male employees of controlled group. Therefore, it is said that the effect of motivational exercises on male employees' leadership is positive which helped to improve leadership of male employees of experimental group.

H₀₃ There is no significant difference between mean scores of Leadership Inventory of female employees of experimental group and controlled group.

Table 4.0: Mean, SD, SED and t-value of female bank employees of experimental and controlled group

Female	N	M	SD	SED	t	Significance
Experimental	10	45.22	7.49	2.09	3.18	0.01
Controlled	10	38.56	5.61			

df	0.01	0.05
18	2.88	2.10

The mean score obtained in post-test by female employees of experimental and controlled groups are 45.22 and 38.56 respectively. The standard deviations are 7.49 and 5.61, standard error of deviation is 2.09 and calculated t-value is 3.18.

For, $df=18$, table t-values are 2.88 at 0.01 level and 2.10 at 0.05 level. Calculated t-value more than table t-values at both the levels. Thus, hypothesis is rejected and there is a significant difference between mean scores of female employees of experimental group and controlled group.

Moreover, mean score of female employees of experimental group is more than mean score of female employees of controlled group. Therefore, it is said that the effect of motivational exercises on female employees' leadership is positive which helped to improve leadership of female employees of experimental group.

H₀₄ There is no significant difference between mean scores of Leadership Inventory of male and female employees of experimental group.

Table 5.0 :Mean, SD, SED and t-value of male and female bank employees of experimental group

Experimental	N	M	SD	SED	t	Significance
Male	10	48.53	5.23	2.04	1.62	NS
Female	10	45.22	7.49			

df	0.01	0.05
18	2.88	2.10

The mean score obtained in post-test by male and female employees of experimental group are 48.53 and 45.22 respectively. The standard deviations are 5.23 and 7.49, standard error of deviation is 2.04 and calculated t-value is 1.62.

For, $df=18$, table t-values are 2.88 at 0.01 level and 2.10 at 0.05 level. Calculated t-value less than table t-values at both the levels. Thus, hypothesis is not rejected and there is no significant difference between mean scores of male and female employees of experimental group.

Therefore, it is said that the effect of motivational exercises on employees' leadership is equally positive on male and female employees which helped equally to improve leadership of male and female employees of experimental group.

H_0 There is no significant difference between mean scores of Leadership Inventory of male and female employees of controlled group.

Table 6.0: Mean, SD, SED and t-value of male and female bank employees of experimental group

Controlled	N	M	SD	SED	t	Significance
Male	10	41.78	6.32	1.89	1.74	NS
Female	10	38.56	5.61			

df	0.01	0.05
18	2.88	2.10

The mean score obtained in post-test by male and female employees of controlled group are 41.78 and 38.56 respectively. The standard deviations are 6.32 and 5.61, standard error of deviation is 1.89 and calculated t-value is 1.74.

For, $df=18$, table t-values are 2.88 at 0.01 level and 2.10 at 0.05 level. Calculated t-value less than table t-values at both the levels. Thus, hypothesis is not rejected and there is no significant difference between mean scores of male and female employees of controlled group.

Therefore, it is said that in normal situation both male and female employees have almost equal level of leadership.

12. Findings

1. The effect of motivational exercises on employees' leadership is positive which helped to improve leadership of employees of experimental group.
2. The effect of motivational exercises on employees' leadership is positive which helped to improve leadership of male employees of experimental group.
3. The effect of motivational exercises on employees' leadership is positive which helped to improve leadership of female employees of experimental group.
4. The effect of motivational exercises on employees' leadership is equally positive on male and female employees which helped equally to improve leadership of male and female employees of experimental group.
5. In normal situation both male and female employees have almost equal level of leadership.

13. Conclusion

In present study, the researcher studied the effect of motivational exercises on leadership of bank employees. The researcher performed experimental method for present research. Some motivational exercises were applied on employees of experimental group and employees of controlled group were left without any treatment. After experimentation, it was revealed that the motivational exercises have positive impact on the leadership of employees of experimental group.

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