

# LEADERSHIP BEHAVIOR AND OUTCOME OF COMMERCIAL AND THRIFT BANKS IN SILANG, CAVITE: A PERFORMANCE ANALYSIS

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## Abstract

*The study analyze the management leadership behaviors of selected commercial and thrift banks in Silang, Cavite, and find out their dependency with the related leadership outcome based on the theoretical framework of the study. The study employs a descriptive method of research that seeks to analyze several bank management teams' leadership behaviors as perceived by the employees and their leadership outcomes, as conceptualized by the Blake and Mouton Managerial Grid Theory. The leadership behavior are listed as impoverished management (1,1), country club management (1,9), middle-of-the-road management (5,5), produce-or-perish management (9,1) or team management (9,9). Procedures in plotting the behavior originate from the overall means of respondents' perception on concern for task and people. The demographic profile indicated that respondents of the study were mostly female with an age bracket of 21 to 40 who were married and bachelor's degree holders. About 91% of them were regular employees who have been working for the banks for a period of more than 11 years. The findings of the study were as follows: The leadership behavior identified in all commercial and thrift banks in Silang to be Team Management according to Blake and Mouton Managerial Grid Theory. There were also no significant differences in the perception of the banks support staff and also management on concern for task and people when they were grouped by demographic variables such as: gender, age, marital status, highest level of education, employment status, and length of service. The differences seen are in the following: performing task efficiently and pinpointing weaknesses, and for concern for people: honoring other's feeling and accommodating ideas. There were significant correlations between leadership behavior and outcome for concern for task except for a few variables.*

**Keyword:** *Leadership behavior, leadership outcome, concern for task, concern for people*

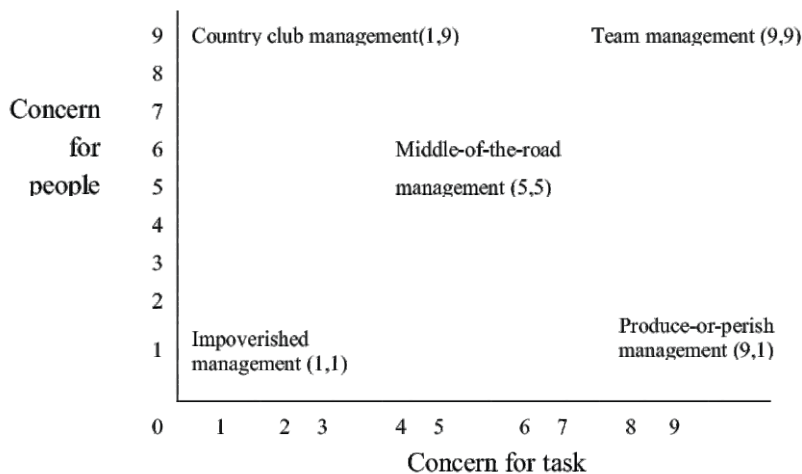
## Introduction

For centuries, management scholars have studied and conducted research to find out what makes a good leader. Leadership had become an issue in Greece, Socrates pupil, a philosopher by the name of Plato, stimulated the subject of the ideal leader in an ideal city as a dominant issue (Shriberg, Lloyd, Shirberg, and Williamson, 1997, p. 41). Robbins (2005) sees leadership as coping with challenge and change. Grint (2000) suggest that leadership is an art rather than a science. Halan (2005) argues leader must have full control to all the members. Researchers frequently consider leadership trait, behaviors, power, methods, influence and situational context as leadership approach (Daft, 1999; Grint; 2000; Robbins, 2005). McGregor (1960) proposes Theory X and Theory Y, about managers' belief about motive of employees. Ouchi (1981) combined American and Japanese practices known as Theory Z. Fiedler (1967)

contributed the contingency theory and succeeded by Hersey and Blanchard (1969) situational leadership. Blake and Mouton (1985) develop the managerial grid model to identify a range of management behaviors based on the various ways that concern for people and concern for task can interact with each other originated from their earlier work in 1969.

Silang is a small town located in Cavite province, Philippines which has at least seven banks that are classified as commercial and thrift. The existence of so many banks in this small town raises the question on how these banks can survive and maintain their operation. This question gives rise to the concern of leadership. In the light of this concern, it is crucial to study the leadership behavior of these commercial and thrift banks' management and the correlation with the related outcomes.

This project intends to study how concern of task and people interact, particularly in various banking institutions in the town of Silang, Cavite. To achieve this, one particular theory is used: the Blake and Mouton's managerial grid theory (1985).



**Figure 1. Conceptual Theory**

The theory defines the behavioral requirements of shifting from one style toward the others, and depicts how education can change and shape managerial culture. In the Grid theory, concern for people is measured vertically on a line divided into scales of nine. Concern for task is measured horizontally on a line similarly divided. Concern for task is what an organization expects the hired people to accomplish. Concern for people can be revealed in various ways such as getting results based on trust and respect, obedience, sympathy, understanding, and support for people.

Leadership, according to this managerial grid theory, is defined in five managerial behavior approaches:

1. *Impoverished management* is located at the lower left-hand corner of the grid, point (1,1). This behavior has a low concern for both people and task.
2. *Country club management* is located at the upper left-hand corner of the grid, point (1,9). It shows high concern for people and low concern for task.
3. *Produce or perish management* is located at the lower right-hand corner of the grid, point (9,1). It shows high concern for task and a low concern for people.
4. *Middle-of-the-road management* is located at the middle of the grid, point (5,5). It balances between worker's need and the organization goals in performing tasks.
5. *Team management* is located at the upper right-hand of the grid, point (9,9). It shows a high concern for people and task.

### **Statement of the Problem**

The study seeks to observe on what are the management's leadership behavior and their outcomes in selected commercial and thrift banks in Silang, Cavite.

### **Research Questions**

To provide solutions to the main problem addressed in this study, five major research questions were raised. All questions were related to bank leaders' management behavior and outcomes in the municipality of Silang.

1. What is the demographic profile of the management and support staff of the banks?
2. How do management and the support staff of commercial and thrift banks perceive the banks' leadership behaviors according to Blake and Mouton's Managerial Grid Theory?
3. Are there significant differences in banks' leadership behavior for both concern for task and people as perceived by the support staff when they are grouped by demographic variables?
4. Do perceptions of the banks' leadership behavior for both concern for task and people differ between the management and the support staff of the commercial and thrift banks?
5. Do the leadership behaviors significantly correlate with the leadership outcome for both concerns for task and people, as perceived by the commercial and thrift banks' support staff?

## Null Hypotheses

Based on the research questions of the study, the following hypotheses were tested:

1. There are no differences in the banks' leadership behaviors as perceived by their support staff when they are grouped by demographic variables.
2. The perceptions of the management and support staff of the banks about banks' leadership behaviors do not differ.
3. The leadership behaviors do not significantly correlate with the leadership outcome.

## Theoretical Framework

The framework describes the perceived leadership behavior and outcomes with concern for task and people. While leadership is a complex process, it describes its main elements, ingredients and component or facets of leadership that will be examined.

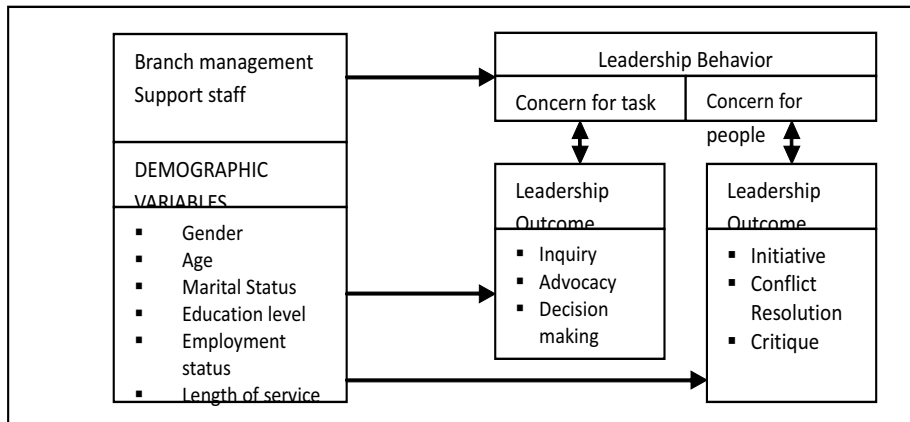


Figure 2. Theoretical Framework

## Method of Research

The study employs a descriptive method of research. It seeks to analyze several bank management teams' leadership behaviors as perceived by the employees and their leadership outcomes, as conceptualized by Blake and Mouton Managerial Grid Theory. In this study, I want to find out whether the bank management leadership behavior in selected commercial and thrift banks in Silang belong to impoverished management (1,1), country club management (1,9), middle-of-the-road management (5,5), produce-or-perish management (9,1) or team management (9,9) (see Figure 1). Procedures in plotting the behavior originate from the overall means of respondents' perception on concern for task and people. In addition to this behavior determination, the study also seeks to observe differences and relationship. The relationship between management behavior and outcome are to be tested.

## Respondents of the Study

Five commercial banks and two thrift banks in Silang municipality were selected for the study. There were 44 respondents who participated in the study.

**Table 1**  
**Respondents Banks**

Respondent banks	Management		Support staff		%-to-total samples	
	<i>N</i>	<i>N</i>	<i>N</i>	<i>n</i>	Total	%
Commercial banks						
Commercial I	3	3	5	5	8	18.18
Commercial II	2	2	5	5	7	15.91
Commercial III	1	1	4	4	5	11.36
Commercial IV	2	2	3	3	5	11.36
Commercial V	1	1	6	6	7	15.91
Thrift banks						
Thrift I	1	1	6	5	6	13.64
Thrift II	1	1	6	5	6	13.64
<b>Total</b>	<b>11</b>	<b>11</b>	<b>35</b>	<b>33</b>	<b>44</b>	<b>100.00</b>
Composition by category (%)	25.00%		75.00%		100.00%	

### Presentation, Analysis, and Interpretation of Data

This study posed five research questions. The following discussions present the analysis of the data relevant to these research questions. The findings pertinent to each hypothesis tested are provided. The required statistical interpretations are explained and discussed.

### Demographic Profile of the Management and Support Staff of the Banks

This section presents the employees' profile in terms of demographic variables of gender, age, marital status, highest level of education, employment status, and length of service (see Tables 2-7). The profiles of all demographic variables have clearly indicated that 75% of the respondents were the bank's support staff while the management represents 25% of the total 44 respondents.

**Table 2**

**Demographic Profile  
Gender, Age, Marital Status**

Gender	Management		Support staff		Total		
	<i>f</i>	%	<i>F</i>	%	<i>f</i>	%	Cum %
Female	8	72.7	30	90.9	38	86.4	86.4
Male	3	27.3	3	9.1	6	13.6	100.0
Total	11	100.0	33	100.0	44	100.0	

Age	Management		Support staff		Total		
	<i>f</i>	%	<i>F</i>	%	<i>f</i>	%	Cum %
21 to 30	0	0	13	39.4	13	29.5	29.5
31 to 40	4	36.4	16	48.5	20	45.5	75.0
41 to 50	5	45.5	3	9.1	8	18.2	93.2
51 to 60	2	18.1	1	3.0	3	6.8	100.0
Total	11	100.0	33	100.0	44	100.0	

Marital Status	Management		Support staff		Total		
	<i>f</i>	%	<i>F</i>	%	<i>F</i>	%	Cum %
Single	1	9.1	14	42.4	15	34.1	34.1
Married	10	90.9	19	57.6	29	65.9	100.0
Total	11	100.0	33	100.0	44	100.0	

Table 2 presents the profile of the respondents according to gender, age and marital status. There were more female (38 or 86.4%) than male respondents working in commercial and thrift banks in Silang. Most of them were the support staff of the banks.

The age of the respondents was categorized into four groups. The table indicates that about three-quarters of the respondents (33 or 75%) were between ages 21 and 40 years, who mostly constituted young people. However, management were mostly (63.6%) between 41 to 60. Table 2 presents the frequency distribution of the marital status of the respondents. The distribution shows that the majority of the respondents (29 or 65.9%) were married.

**Table 3**

**Demographic Profile**  
**Level of Education, Employment Status, Length of Service**

Level of Education	Management		Support staff		Total		
	<i>F</i>	%	<i>F</i>	%	<i>f</i>	%	Cum %
Bachelor degree	9	81.8	28	84.8	37	84.1	84.1
Bachelor degree with Master's units	1	9.1	2	6.1	3	6.8	90.9
Master's degree	0	0.0	1	3.0	1	2.3	93.2
Others	1	9.1	2	6.1	3	6.8	100.0
<b>Total</b>	<b>11</b>	<b>100.0</b>	<b>33</b>	<b>100.0</b>	<b>44</b>	<b>100.0</b>	

Employment Status	Management		Support staff		Total		
	<i>F</i>	%	<i>F</i>	%	<i>F</i>	%	Cum %
Regular	11	100.0	29	87.9	40	90.9	90.9
Job Training	0	0.0	1	3.0	1	2.3	93.2
Others	0	0.0	3	9.1	3	6.8	100.0
<b>Total</b>	<b>11</b>	<b>100</b>	<b>33</b>	<b>100</b>	<b>44</b>	<b>100.0</b>	

Length of Service	Management		Support staff		Total		
	<i>F</i>	%	<i>F</i>	%	<i>F</i>	%	Cum %
1 to 5	0	0	14	42.4	14	31.8	31.8
6 to 10	0	0	4	12.1	4	9.1	40.9
11 to 15	3	27.3	11	33.3	14	31.8	72.7
16 and above	8	72.7	4	12.1	12	27.3	100.0
<b>Total</b>	<b>11</b>	<b>100.0</b>	<b>33</b>	<b>100.0</b>	<b>44</b>	<b>100.0</b>	

Table 3 shows the highest level of education of the respondents. The distribution indicates that the majority of commercial and thrift banks respondents (37 or 84.1%) held bachelor's degree and one support staff respondent (2.3%) had a master's degree. Table 3 also shows the profile of the respondents according to employment status. The distribution indicates that a majority of the respondents (40 or 90.9%) were regular employees, while the others were either on-the-job trainees or casual employees.

The length of service of the respondents in the bank was categorized into four groups (see Table 3). This table indicates that 26 employees (59.1%) had worked for 11 years or more in the banks. The table reveals that the management respondents also had worked for 11 or more years with the banks. This indicates that their head offices did not seem to observe and implement a rotation policy of employees in the management level.

## **Management and Support Staff Perception on Leadership Behaviors**

The ranks of the perceived bank leadership behaviors according to Blake and Mouton's Managerial Grid Theory were presented by concern for task and people for commercial and thrift banks in terms of their means in Tables 8 and 9, respectively. The results clearly indicated that both commercial and thrift banks respondents perceived the banks' leadership behavior as Team Management (see Figures 3-4).

### ***Commercial Banks Leadership Behavior***

The ranks of the leadership behaviors as perceived by the employees of commercial banks in Silang are presented in Table 4. The Likert scale used in this section was that of 1 to 9 (*Strongly Disagree to Strongly Agree*). Among the 13 leadership behaviors for concern for task, accomplish bank's goal ( $M = 8.44$ ,  $SD = 0.84$ ), accept challenging task ( $M = 8.41$ ,  $SD = 0.84$ ), perform task efficiently ( $M = 8.41$ ,  $SD = 0.80$ ), and analyze problems ( $M = 8.41$ ,  $SD = 0.76$ ) were among the highest in terms of the mean scores. The ranking for concern for task shown in Table 8 was according to the order of importance. On the other hand, some of the items that received fair critique from the respondents were ranked among the last three leadership behaviors. Beginning from the last attribute they were carrying several task ( $M = 7.50$ ,  $SD = 1.83$ ), pinpointing weaknesses ( $M = 7.94$ ,  $SD = 1.05$ ), and double checking report ( $M = 8.09$ ,  $SD = 1.25$ ). Larger than 7.50 indicated *agree to strongly agree* perception for concern for task behaviors, so all items indicate at least agreement.

From the 12 leadership behaviors for concern for people, building team work ( $M = 8.41$ ,  $SD = 0.80$ ), honoring other's feeling ( $M = 8.34$ ,  $SD = 0.87$ ), encouraging employees creativity ( $M = 8.28$ ,  $SD = 0.85$ ), and exerting discipline ( $M = 8.28$ ,  $SD = 0.85$ ) were among the highest in terms of the mean scores. The ranking for concern for people shown in Table 4 was according to the order of importance. On the other hand, some of the items that received fair critique from the respondents were ranked among the last three leadership behaviors. Beginning from the last attribute they were requiring employees to read ( $M = 7.94$ ,  $SD = 0.98$ ), followed by pinpointing weaknesses ( $M = 7.94$ ,  $SD = 1.01$ ), and avoiding conflict among people ( $M = 8.13$ ,  $SD = 0.91$ ). Larger than 7.50 indicated *agree to strongly agree* perception for concern for people behaviors, so all item scores showed agreement or strong agreement.



**Table 4**  
**Leadership Behavior of Commercial Banks in Silang**  
**by Concern for Task and People (n = 32)**

Description	<i>M</i>	<i>SD</i>	Rank
<i>Concern for Task</i>			
	*		
Accomplish bank's goal	8.44	0.84	1
Accept challenging task	8.41	0.84	2
Perform task efficiently	8.41	0.80	3
Analyze problems	8.41	0.76	4
Closely monitor schedule	8.38	0.83	5
Make managerial decisions	8.38	0.83	6
Give feedback	8.25	0.84	7
Solve complex task	8.19	0.86	8
Manage time efficiently	8.19	0.90	9
Conduct training and seminars	8.13	1.01	10
Double check report	8.09	1.25	11
Pinpoint weaknesses	7.94	1.05	12
Carry several task	7.50	1.83	13
Overall means**	8.21		
Description	<i>M</i>	<i>SD</i>	Rank
<i>Concern for People</i>			
	*		
Build team work	8.41	0.80	1
Honor others' feelings	8.34	0.87	2
Encourage employees creativity	8.28	0.85	3
Exert discipline	8.28	0.85	4
Coach people	8.22	0.98	5
Explain task details	8.22	0.87	6
Initiate actions	8.19	0.93	7
Accommodate ideas	8.16	0.95	8
Counsel employees	8.13	0.91	9
Avoid conflict among people	8.13	0.91	10
Team participation	7.94	1.01	11
Require employees to read	7.94	0.98	12
Overall means**	8.18		

As shown in Figure 3, the mean score of the perceived leadership behaviors of commercial banks in Silang were plotted on a grid graph. The plotting was based on the overall means of concern for task (8.21) and people (8.18) on Table 4. The graph depicts the respondents' perceived level of leadership behavior as Team Management.

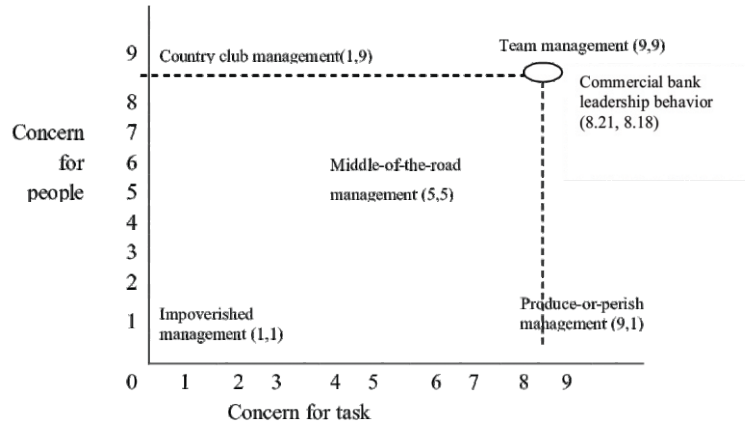


Figure 3. Leadership behavior as perceived by commercial banks' respondents.

### Thrift Banks Leadership Behavior

Table 5 shows the means of respondents' perceptions on leadership behavior of the thrift banks as they were ranked. The Likert scale used in this section was that of 1 to 9 (*Strongly Disagree* to *Strongly Agree*). Among the thrift banks 13 leadership behaviors for concern for task, accomplishing bank's goal ( $M = 8.75$ ,  $SD = 0.62$ ), accepting challenging task ( $M = 8.67$ ,  $SD = 0.65$ ), performing task efficiently ( $M = 8.67$ ,  $SD = 0.65$ ), and double checking report ( $M = 8.58$ ,  $SD = 0.67$ ) were among the highest in terms of the mean scores. The ranking for concern for task shown in Table 9 was according to the order of importance.

**Table 5**  
**Leadership Behavior of Thrift Banks in Silang**  
**by Concern for Task and People (n = 32)**

Description	M	SD	Rank
<i>Concern for Task</i>			
	*		
Accomplish bank's goal	8.75	0.62	1
Accept challenging task	8.67	0.65	2
Make managerial decisions	8.67	0.65	3
Double check report	8.58	0.67	4
Analyze problems	8.50	0.67	5
Manage time efficiently	8.42	0.67	6
Pinpoint weaknesses	8.33	0.89	7
Closely monitor schedule	8.25	0.75	8
Give feedback	8.25	0.62	9
Solve complex task	8.25	0.83	10
Conduct training and seminars	8.17	1.11	11
Perform task efficiently	8.08	0.79	12
Carry several task	7.92	1.00	13
Overall means**	8.37		
Description	M	SD	Rank
<i>Concern for People</i>			
	*		
Counsel employees	8.42	0.67	1
Explain task details	8.33	0.78	2
Build team work	8.17	0.72	3
Accommodate ideas	8.17	1.03	4
Avoid conflict among people	8.17	0.83	5
Initiate actions	8.08	0.58	6
Coach people	8.08	0.79	7
Team participation	8.00	0.85	8
Exert discipline	8.00	0.85	9
Encourage employees creativity	8.00	1.13	10
Require employees to read	7.83	1.85	11
Honor others' feelings	7.67	1.07	12
Overall means**	8.08		

On the other hand, some of the items that received fair critique from the respondents were ranked among the last three leadership behaviors. Beginning from the last attribute they were carrying several tasks ( $M = 7.92$ ,  $SD = 1.00$ ), performing task efficiently ( $M = 8.08$ ,  $SD = 0.79$ ), and conducting training and seminars ( $M = 8.17$ ,  $SD = 1.11$ ). Larger than 7.92 indicated agree to strongly agree perception for concern for task behaviors, so all item scores showed agreement or strong agreement.

From the 12 leadership behaviors for concern for people, counseling employees ( $M = 8.42$ ,  $SD = 0.67$ ), explaining task details ( $M = 8.33$ ,  $SD = 0.78$ ), building team work ( $M = 8.17$ ,  $SD = 0.72$ ), and accommodating ideas ( $M = 8.17$ ,  $SD = 1.03$ ) were among the highest in terms of the

mean scores. The ranking for concern for people shown in Table 5 was according to the order of importance.

On the other hand, some of the items that received fair critique from the respondents were ranked among the last three leadership behaviors. Beginning from the last attribute they were honoring others' feelings ( $M = 7.67, SD = 1.07$ ), requiring employees to read ( $M = 7.83, SD = 1.85$ ), and encouraging employees' creativity ( $M = 8.00, SD = 1.13$ ). Larger than 7.50 indicated *agree to strongly agree* perception for concern for people behaviors, consequently all item scores showed agreement at least

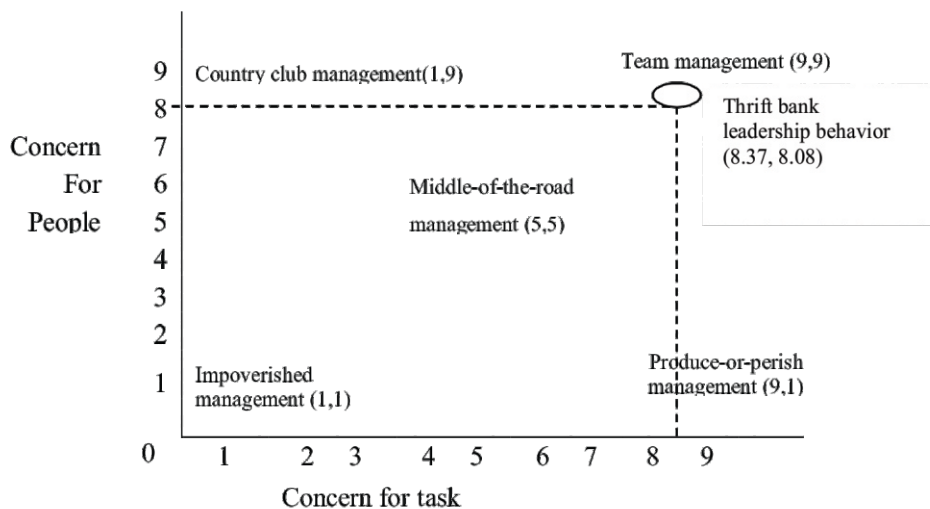


Figure 4. Leadership behavior as perceived by thrift banks' respondents.

As shown in Figure 4, the mean score of the perceived leadership behaviors of thrift banks in Silang were plotted on a grid graph. The plotting was based on the overall means of concern for task (8.37) and people (8.08) on Table 5. The graph depicts the respondents' perceived level of leadership behavior as Team Management.

### Leadership Behavior Differences for Both Concern for Task and People as Perceived by the Support Staff Demographic Variables

In order to test the hypothesis that there are no significant differences in banks' leadership behavior for both concern for task and people, Scheffe's test was used to verify the null hypothesis postulated in the study in case it was rejected, with alpha level at 5%. This test provided the ability to perform multiple simultaneous comparisons.

**Table 6**  
**Leadership Behavior Differences of Commercial and Thrift Banks for**  
**Concern for Task and People by Support Staff Demographic Variables**

Description		<i>M*</i>	<i>F</i>	<i>p</i>	Interpretation
Gender	Concern for Task	96.70	0.07	0.80	No differences
	Concern for People	96.61	0.01	0.94	No differences
Age	Concern for Task	96.70	0.76	0.52	No differences
	Concern for People	96.61	0.75	0.53	No differences
Marital Status	Concern for Task	96.70	0.00	0.99	No differences
	Concern for People	96.61	0.00	0.98	No differences
Education	Concern for Task	96.70	2.81	0.06	No differences
	Concern for People	96.61	2.73	0.06	No differences
Employment Status	Concern for Task	96.70	1.42	0.26	No differences
	Concern for People	96.61	1.40	0.26	No differences
Length of Service	Concern for Task	96.70	0.79	0.51	No differences
	Concern for People	96.61	0.77	0.52	No differences

The data was examined in terms of demographic variables such as (a) gender, (b) age, (c) marital status, (d) highest level of education, (e) employment status, (f) length of service with the bank, and (g) rank category. The results indicated that there was no significant difference in the support staff's perception on commercial and thrift banks' leadership behavior when the respondents were grouped according to demographic variables such as gender, age, marital status, employment status, and length of service with the bank. Table 6 summarizes the mean, *F* values, and probability values to determine the significant differences in the perceptions of the commercial and thrift banks' support staff for concern for task and people by demographic variables. Looking at the table, it appeared that the significance value for concern for task and concern for people indicated that there was *no significant difference* in the perception when respondents were grouped by demographic variables such as gender, age, marital status, highest level of education, employment status, and length of service. Both probability values of each variables were larger than the 5% level of significance. This means that the decisions made by these groups did not differ significantly from each other.

### **Leadership Behavior Differences for Concerns for Task and People Between the Management and the Support Staff**

In an attempt to test the hypothesis that perception of the banks' leadership behavior for both concern for task and people do not differ between the management and support staff of the commercial and thrift banks, Scheffe's test was used to verify the null hypothesis postulated in the

study at a 5% level of significance. This test performed a multiple simultaneous comparison. The data were examined in terms of concern for task and people.

### ***Concern for Task***

Table 7 summarizes the data examined in terms of concern for task with the following attributes: (a) accomplish bank's goal, (b) closely monitor schedule, (c) accept challenging task, (d) solve complex task, (e) carry several tasks, (f) manage time efficiently, (g) perform tasks efficiently, (h) analyze problems, (i) conduct training and seminars, (j) give feedback, (k) pinpoint weaknesses, (l) make managerial decisions, and (m) double check report.

Table 7 indicates that there were *no significant differences* in the perception of the banks' management and support staff on leadership behaviors for concern for task, except for performing task efficiently ( $F$  value = 6.45,  $p$  = 0.02) and pinpointing weaknesses ( $F$  value = 7.72,  $p$  = 0.01). The statistics indicated that their levels of significance were below 5%. This meant that staff evaluated their agreement to these outcomes being achieved statistically significantly lower than what management did. Staff *reasonably agree* that leadership outcomes for task efficiency and pinpointing weaknesses were achieved, but managers *strongly agreed* that these were achieved.

The difference could mean that the support staff had different opinion with those of the management in how management performed task more effectively in the banks. The same interpretation also applied in how the management pinpointed support staff weaknesses.

**Table 7**  
**The Differences in Mean Perception Between Management and Support Staff of Commercial and Thrift Banks in Silang for Concern for Task**

Description	Mean		df	F	p	Interpretation
	Management	Staff				
Accomplish bank's goal	8.82	8.42	43	2.09	0.16	No differences
Closely monitor schedule	8.73	8.21	43	3.58	0.07	No differences
Accept challenging task	8.55	8.45	43	0.11	0.75	No differences
Solve complex task	8.27	8.15	43	0.17	0.69	No differences
Carry several task	7.73	7.58	43	0.07	0.80	No differences
Manage time efficiently	8.64	8.12	43	3.28	0.08	No differences
Perform task efficiently	8.82	8.15	43	6.45	0.02*	There are differences
Analyze problems	8.73	8.33	43	2.50	0.12	No differences
Conduct training and seminars	8.36	8.06	43	0.72	0.40	No differences
Give feedback	8.45	8.18	43	1.01	0.32	No differences
Pinpoint weaknesses	8.73	7.82	43	7.72	0.01*	There are differences
Make managerial decisions	8.82	8.33	43	3.26	0.08	No differences
Double check report	8.45	8.15	43	0.58	0.45	No differences

Note. \* $p$  < .05. There are significant differences between the perception of management and support staff.

### ***Concern for People***

Table 8 summarizes the data examined in terms of concern for people with the following attributes: (a) team participation, (b) coach people, (c) encourage employees' creativity, (d) require employees to read, (e) exert discipline, (f) explain task details, (g) build team work, (h) honor others' feelings, (i) counsel employees, (j) accommodate ideas, (k) initiate actions, and (l) avoid conflict among staff.

**Table 8**  
**The Differences in Mean Perception Between Management and Support Staff of Commercial and Thrift Banks in Silang for Concern for People**

Description	Mean		df	F	p	Interpretation
	Management	Staff				
Team participation	8.18	7.88	43	0.81	0.37	No differences
Coach people	8.55	8.06	43	2.35	0.13	No differences
Encourage employees' creativity	8.45	8.12	43	1.06	0.31	No differences
Require employees to read	8.36	7.76	43	1.97	0.17	No differences
Exert discipline	8.27	8.18	43	0.09	0.76	No differences
Explain task details	8.55	8.15	43	1.86	0.18	No differences
Build team work	8.64	8.24	43	2.19	0.15	No differences
Honor others' feeling	8.73	7.97	43	5.66	0.02*	There are differences
Counsel employees	8.45	8.12	43	1.27	0.27	No differences
Accommodate ideas	8.73	7.97	43	5.66	0.02*	There are differences
Initiate actions	8.36	8.12	43	0.68	0.42	No differences
Avoid conflict among people	8.45	8.03	43	1.97	0.17	No differences

Note. \* $p < .05$ . There are significant differences between the perception of management and support staff.

Table 8 indicates that there were *no significant differences* in the perception of the banks' management and support staff on leadership behaviors for concern for people, except for honoring others' feelings ( $F$  value = 5.657,  $p = 0.022$ ) and accommodating ideas ( $F$  value = 5.657,  $p = 0.022$ ). The statistics indicated their levels of significance were below 5%. The support staff had a different opinion to those of the management on how to manage others' feelings and accommodate ideas in the banks. Management *strongly agreed* with these aspects of concern for people, but staff only *agreed*.

## **Correlation Between Leadership Behavior and Leadership Outcome for Both Concerns for Task and People as Perceived by the Commercial and Thrift Banks' Support Staff**

In order to test the hypothesis that leadership behavior does not significantly correlate with the leadership outcome, Tables 13 and 14 present the data analysis on the correlation between the leadership behavior and outcome for concern for task and people, from the perception of commercial and thrift banks' support staff. The first section discusses the result of the correlation between the leadership behavior and outcome for concern for task, while the second section on the result of the correlation for concern for people. In order to find significant correlations between leadership behavior and outcome, Pearson's correlation coefficient “ $r$ ” was used.

### ***Correlation Between Leadership Behavior and Outcome for Concern for Task***

There were *significant correlations* between the leadership behavior and leadership outcome for concern for task ( $p < 0.05$ ). It appeared that analysis also revealed that there were some from factors that significantly correlated between leadership behavior and outcome that were meaningful ( $r > .3$ ,  $r^2 > .09$ ).

From the data result it appeared that out of the factors in concern for task that significantly correlated and were meaningful there were some that indicated stronger meaningful value with  $r > 0.8$ . They were solving complex task and task accountability ( $r = 0.811$ ), managing time efficiently and on-schedule performance ( $r = 0.800$ ), analyzing problems and capability to perform task assigned ( $r = 0.804$ ), making managerial decisions and goal-oriented results ( $r = 0.825$ ), making managerial decisions and on-schedule performance ( $r = 0.858$ ), making managerial decisions and task accountability ( $r = 0.808$ ), making managerial decisions and capability to handle multiple tasks ( $r = 0.822$ ), making managerial decisions and performing task assigned ( $r = 0.858$ ), solving complex task and implementation of new procedures ( $r = 0.803$ ), make managerial decisions and good analysis of problems ( $r = 0.841$ ), making managerial decisions and implementation of new procedures ( $r = 0.822$ ), making managerial decisions and feedback for employees ( $r = 0.868$ ), making managerial decisions and improved performance of their employees ( $r = 0.895$ ), making managerial decisions and authority in decision making properly exercised ( $r = 0.865$ ).

However, the analysis also revealed that there were some that were not significantly correlated for concern for task. They were accomplishing bank's goal and efficient time management ( $p = 0.061$ ), conducting training and seminars and efficient time management ( $p = 0.133$ ), pinpointing weaknesses and efficient time management ( $p = 0.085$ ), and accomplishing bank's goal and thorough verification prior to an action ( $p = 0.059$ ).



### ***Correlation Between Leadership Behavior and Outcome for Concern for People***

There were *significant correlations* between the leadership behavior and leadership outcome for concern for people ( $p < 0.05$ ). It appeared that analysis also revealed that there were some from factors that significantly correlated between leadership behavior and outcome that were meaningful ( $r > .3, r^2 > .09$ ).

From the data result it appeared that out of the factors in concern for people that significantly correlated and were meaningful there were some that indicated stronger meaningful value with  $r > 0.8$ . They were explaining task details and initiatives that improve employees' performance ( $r = 0.801$ ), accommodating ideas and conflict resolution among employees ( $r = 0.837$ ), initiating actions and decision that reflects people's ideas ( $r = 0.808$ ), initiating actions and initiatives that improve employees' performance ( $r = 0.839$ ), initiating actions and conflict resolution among employees ( $r = 0.811$ ), avoiding conflict among people and initiatives that improve employees ( $r = 0.829$ ), avoiding conflict among people and conflict resolution among employees ( $r = 0.849$ ). However, the analysis also revealed that there were some that were not significantly correlated for concern for people. They were honoring others' feelings and putting new ideas into action ( $p = 0.097$ ), coaching people and better performance through counseling ( $p = 0.088$ ), building team work and better performance through counseling ( $p = 0.077$ ), honoring others' feelings and better performance through counseling ( $p = 0.1$ ).

### **Conclusion**

The study concluded that there were significant correlations between leadership behaviors and their outcome in all commercial and thrift banks in Silang with the following understanding:

1. The leadership behavior identified in all commercial and thrift banks in Silang to be Team Management, according to Blake and Mouton Managerial Grid Theory.
2. Making managerial decisions have strong correlations with several outcomes of the leadership behavior such as on-schedule performance, task accountability, capability to handle multiple task, perform task assigned, good analysis of problems, implementation of new procedures, feedback for employees, improved performance of employees, and authority in decision making properly exercised.
3. Goal accomplishment, employees development, and weaknesses pinpointing did not seem to correlate with efficient time management as an outcome.

4. People coaching, team work building and honoring others' feelings did not seem to correlate with better performance as an outcome of counseling.
5. There were no significant differences in the perception of the banks' support staff on concern for task and people.

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