



**ATMIYA
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**“An analysis of various ‘Attributes of Rewards,’
‘Leadership Models’ and ‘Social Support’ aiming
quality in work among Employees’ Performance with
reference to Banking Sector”**

A Thesis

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Introduction

Here the research topic is “*An analysis of ‘Attributes of Rewards,’ ‘Leadership Models’ and ‘Social Support’ aiming quality in work among Employees’ Performance with reference to Banking Sector.*” The idea behind selection of Banking Sector as it is one of the most prominent service sectors of our country reaching each corner and dealing different types of customers. So, efficiency of Banks is very vital for any country’s development. And efficiency is result of highly motivated staff. And staff can be motivated by provision of Rewards, Leadership models & Social Support. That is the reason to combine three different pillars and examine its impact on performance of employees. Here are different chapters in which entire research work is divided:

Chapter 1 - Paradigm shift in business philosophy for economic growth & sustainable development

This chapter of thesis is the base for entire thesis as it reflects the growth of human being over the decades, role & responsibility of bank towards society, importance of employee in organization, parameters that have impact on employee performance. Basically, human being has two abilities i.e., thinking ability and performing ability. Through these abilities, human being starts business or profession. There they must deal different types of human beings, but the competition has increased the importance of employees & has co-jointly raised the need of retaining and motivating them. Management is using different tools like Rewards, Leadership Models and Social support to influence employee mindset positively and have optimum utilization of employee’s skill. Various responsibilities of business & Banks are highlighted, which are essential for sustainable development.

Chapter 2 - An overview of Study of Literature Reviews & Research Gaps

This chapter of the thesis describes the research gaps that has been found out in the previous studies and through personal communication with bank employees. Also, different literature reviews have been included by researcher which have been studied for the purpose of developing research gaps and research objectives. Four research gaps have been identified from different angles and different studies. Different research gap shows organization is treating employee like machine which should be avoided to have organization growth in long-run, also competitive environment will create performance pressure on employees which in turn lead to employee turnover, Management wants to give best quality product in market at least cost in which cost cutting is only possible by reducing employee rewards and mainly there is huge gap between organization goals and employee goals which is creating disputes between management and employees. The gap that exists between management and employee thoughts, can be solved by quality Reward, Leadership and Social Support policy.

Chapter 3 - Conceptual framework of Rewards, Leadership Models & Social Support at workplace.

This chapter is the detailed analysis of all the main elements i.e., Rewards, Leadership and Social Support. Different types of financial and non-financial Rewards, Leadership Models & Leadership styles and sources of Social Support have been identified which are used by modern corporates to influence the employee performance. Financial Rewards include Pay and Allowances, Bonus, Profit Sharing, Employee Stock Option etc. and various non-financial rewards like Employee Recognition, Awards and Certification, Flexible working hours, Employee participation in Management etc. Leadership styles include Coaching, Visionary, Servant, Autocratic, Laissez-Faire, Democratic, Pace-Setter, Transformational, Transactional, Bureaucratic. Leadership Models include Managerial Grid theory, Life Cycle theory, High Impact Model, 4-H Leadership Model, Champion Model, Trait Model. Sources of Social Support includes

Immediate Boss, Co-worker, Family Members, Friends & Relatives and Organization Culture. Even detailed theory is presented regarding how Reward, Leadership Models and Social Support have impact on the employee performance.

Chapter 4 - Research methodology

This chapter is the theme of entire Research Work. It creates design for conducting entire research work. It is the blue-print for researcher to reach at concrete result in his/her research work. Here first, Problem Domain & Research objectives are identified based on which further research process can be designed. Descriptive Research Design is used for the purpose of study along with primary data collected through questionnaire and secondary data from literature reviews, magazines, journals etc. Questionnaire was used as research instrument for data collection instrument from Bank employees and Hypothesis were framed for all the three parameters in connection with employee performance. Banking Sector employees were considered as the total population for employees but it was not possible to take each employee for research work, so 501 employees were selected for research work through convenience sampling. First, Pilot survey of questionnaire was done by distributing them among experts and certain amendments were made in it as per their suggestions. Data analysis was done through Graphical analysis and Hypothesis was tested through Chi-Square test. Certain limitations were also discussed which were not possible to overcome.

Chapter 5 - Data analysis & interpretation

This Chapter shows graphical representation of data collected through questionnaire. Pie charts and tables were used to present the data. Total 501 respondents were available and data collection was done through google forms and physical questionnaire. Through data analysis & hypothesis calculation through chi-square test it was found that all the three parameters i.e., Rewards, Leadership and Social Support have positive impact on Employee Performance. Here also different elements present in Reward system, Leadership styles and

social support was also derived which have more positive impact on Employee Performance. This study can be used by corporates and other institutes for their knowledge and guidance.

Chapter 6 – Findings & Suggestsions

Five-point Likert scale was used to obtain responses from respondents. Majority of respondents agreed that rewards must be linked with annual performance & different rewards must be given for different performance. Also, they said that employees are generally rewarded for innovative & creative ideas, increased productivity for maintaining customer & peer relationship, accomplishment of targets. Employees’ responses also reflected that financial rewards have more impact than non-financial rewards. Responses also show that leader’s support will help employees in enriching their skills and he is responsible for creating harmony among employees in organization. Employees said that in the modern corporates, leader gives them enough flexibility to present their thoughts and gives enough authority with responsibility. Majority of employees agreed that Social Support helps them in reducing stress and increasing productivity and mainly they are expecting support from Peers, Management and Family. Their support can have positive impact on employee’s career.

Management should make best possible try to give comfortable posting to employee as it will make them more productive. Manager / Immediate boss support is necessary for employee’s commitment and management should arrange training and development programmes for employees’ skill enhancement. Rewards plans must be communicated to employees well in advance which will motivate employees and enhance their performance. Researcher has developed models in all the three parameters based on researcher’s knowledge and experience which can be used by Modern corporates and other Institutes.

Conclusion

From the above analysis it can be concluded that Rewards, Leadership and Social support do play an important role in influencing employee performance & productivity. It is the responsibility of management to effectively use the combination of above three parameters to get best out of employees, reduce employee turnover and lead to growth of organization. Researcher have already developed models for Rewards, Leadership & Social support which are not only useful in Banking sector but also in all sectors of economy. These models were developed based on responses obtained from Bank employees. Even organization can take it as corporate social responsibility, keeping their employees happy which will have positive impact on employee’s family and organization growth.

From ancient times there is importance of rewards, as Mother Teresa rightly quoted, “There is more hunger for love and appreciation in this world than for bread.” Balanced & justified rewards must be given. Lack of appropriate rewards may lead to lack of motivation & engagement.

J P Morgan Chase quoted, “Most people don’t quit their jobs, they quit their managers.” Thus, leadership is a two-edged sword. If used in a right way then it will lead to Employee retention & if used in a negative way then it will lead to Employee turnover.

Richelle. E. Goodrich quoted, “Everyone needs a support system, be it a family, friends, co-workers, or leaders. We cannot do life alone and expect to keep mentally, emotionally, and spiritually healthy. Everyone needs some sort of support system on which to rely.” Thus, Social Support from various sources of society leads to work life balance & helps in ensuring good physical & mental health of employees.