



A Content "Analysis" of Leaders Communication: Special Reference to Public and Private Banks in India

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Abstract

When we talk of leadership and the effective communication of leaders, it is imperative for any organization. Leaders have manifold tasks in the organization as leadership is integrated with different levels like individual level, unit level and organizational levels. The purpose of this study is to examine, what is the effect of leadership communication in the organization. The purpose is also to find out to what extent the particular leadership behavior can impact the performance of public and private banks in India. The taken variables are based on the analysis of individuals, innovative role modeling recognition and monitoring and support for innovation.

In an endeavor to achieve the desired level of result and competence, the public sectors officials hunt for more effectual approaches of leadership, and challenge themselves to go for the prevailing models of the private sector organization. In the current study we have conducted qualitative analysis of CEO's messages to stakeholders through content analysis making use of DICTION software.

Keywords: Content analysis, diction, leadership, private bank, public bank.

1. Introduction

Work like hell..... Tell everyone everything you know..... Close a deal with a handshake..... Have fun! - Harold E. 'Doc' Edgerton.

Every organization today is working in the turbulence of uncertainty and competition. They are striving hard to sustain their presence, grow and become a leader. But in this realm of uncertainty and turbulence there are certain organizations which have shown their mark with better control on their functions and operations and turn their operations into their competitive advantage. The leader is the one who is accepted by the masses but the process to make him acceptable is an element of 'beyond Leadership'. It is how effectively they are communicating their ideas down the line..... In today's competitions the major responsibility of the organization is to achieve its economic development and also keep their employees motivated to sustain them in the organization.

When we talk of the PSUs, they constantly confront to the ever increasing demand in performance competence, their leadership techniques, to serve as per the expectations of the customers. As Budd, Thorp, and Donohew (1967) noted, the most important behavior of a leader is his or her form of behavior to communicate with others.

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Performance assessment in organization constantly confront to the ever increasing demand in performance competence, their effective leadership techniques, to serve as per the expectations of the customers (Moore, 2002). What is constantly challenging for them are; how to communicate effectively so that their ideas propagate as per the expectations of the leaders.

In response to the above said demands, recently many authors have addressed to the questions of effective leadership through effective communication in private and public sector organizations. Other endeavors were carried out by Horton, Farham, & Hondeghem (2002) who studied competency management in public sector organizations in the United Kingdom, Belgium, the Netherlands, Finland, France, Germany, Italy, Sweden and Poland. The Organization for Economic Cooperation and Development (OECD, 2001) has illustrated public sector challenges and approaches using leadership case studies from the United Kingdom, United States, Germany, Sweden, Norway, and Mexico. In the current study, we have tried to measure the leadership behavior in public and private banks of India. In this study we have employed qualitative analyses of the chairperson message to stakeholders published in the Annual Report through content analysis and have tried to capture how leadership behaviors through powerful communication are closely associated with success in public and private sector banks and the difference in the behaviors in public sector from those found in private sector banks

2. Rationale of the Study

Every bank has a different set of culture, work practices, environment, policies and the communication process. Therefore, it is obvious that different types of banks will have different styles of leadership communication. It is also been assumed that the public sector banks are more conventional in their viewpoint and so the leadership communication style will be more conformist and with more bureaucratic viewpoint. The managers in the banks follow tyrannical style of leadership and that is reflected through their communication style. Kaur (2004) established the acuity of employees towards transactional and transformational leadership behavior across public and private sector banks and also intended to conclude if such perceptions differ depending on the socio - demographic variables.

The Leaders who are concerned for the improvement in the relations with their employees, time and again weigh up the link between effective leadership and communication. Jack Welch often emphasized on importance of communication excellence and he tried to eliminate clutters and jargons from General Electric (GE), where he served as the Chairman and CEO from 1981 to 2001. Communication being easily understandable and understood was vital.

“Most management failures result from a failure to communicate somewhere along the line. Recognition of need to communicate ought to be written into the job specifications of every chief executive and senior manager. “Jacques Maisonrouge, former chairman, IBM World Trade Corporation, (<https://www.mitre.org>- Effective communication). In an article published by Bisk “Why is Communication Essential for Great Leadership?”; Educative Education University of Florida, the author cited an example of Michelle Peluso, CEO of Travelocity, Citigroup and Gilt, realized that only responsive leaders can motivate people. She was known to personally respond to every email of employees within 24 hours whether she is in the office or not. With this example we can understand the relationship between effective leadership through effective communication. By using effective communication, leaders can play a dominant role in bringing employees’ job satisfaction, productivity and commitment. An effective leader endows the way for the organization’s success and steer the followers towards achievement of the desired goals.

Carrie G. Connolly of Virginia Commonwealth University in her work “Communication Skills in Leadership” has given that” effective leaders need to stay focused on the vision and values of

the organization. Leaders who are able to build trust with followers and establish commitment with employees to the vision will see positive growth in the organization. Leaders who fail to use effective communication skills may see a disgruntled workforce and confusion about the direction of the organization. While leaders must embody several qualities and characteristics, effective communication skills is one of the most pertinent to building a successful organization."

When we take a deeper insight about an organization's success we find that it is dependent upon the leadership style and also the flow of communication properly down the line. CEO of Burberry Group, Angela Ahrendts, emphasizes on "very clearly, very consistently and very openly" with employees so that they can understand and embrace the company's expectations.

3. Structural Framework

Content analysis is a qualitative research technique used to identify individual differences among communicators (Weber, 1990). The tool uses speech to study human cognition and communication (Alvesson & Karreman, 2000). Political documents, corporate reports and scholarly treatises all use language to characterize a part of authenticity. It is a research technique for the objective, systematic and quantitative description of the manifest content of communication. Content analysis of texts offers much prospective profit.

There are several software packages for conducting content analysis. Most of the software makes use of word frequency counts (Morris, 1994). We have used DICTION for conducting computer-aided qualitative analysis. DICTION was developed by a communication researcher with more focuses on the subtle power of word choice and verbal tone (Hart, 1984b). DICTION is popularly used for the evaluation of various associations in the area of qualitative research (Short & Palmer, 2008). To find if the leadership behavior can be captured by studying the communication of the leaders in the organization, we carried out content analysis on the Chairperson message to stakeholders published in the Annual report of the banks. In the current study, content analysis of the Chairperson message how effectively they communicate to their stakeholders published in the Annual report of the banks was performed to validate the impact of communication on leadership behavior present in public and private banks. In our study, main purpose of measuring leadership behavior by making use of five "master" variables available in DICTION. In DICTION the master variables are like the constructs built on the vocabulary list. These master variables are defined under the titles of:-

Certainty

Optimism

Activity

Realism

Commonality

DICTION master variables were created with the rationale that "if only five issues could be raised of a given passage, these five would provide the most robust understanding (Hart, 2001).

These variables help an organization (bank) in examining the reflections of possible effects upon its performance. Within the scope of the study; Certainty, Optimism, Activity, Realism, Commonality were discussed in theoretical background section.

Table 1: DICTION Master Variables- Definition and Formula

VARIABLES	CERTAINTY	OPTIMISM	ACTIVITY	REALISM	COMMONALITY
DEFINITION	words demonstrating firmness, rigidity, and completeness and a propensity to articulate ex cathedra	Words supporting some people, group, thought or experience or highlighting their positive involvements	Words featuring association, transformation, the execution of thoughts and the evasion of inactivity.	Words featuring substantial, instantaneous, identifiable issues that influence people's daily lives.	Words depicting the consent standards of a group and declining personal style of involvement
FORMULA	[Firmness + Leveling + Cooperative + Perseverance] – [Numerical Terms + Uncertainty+ Self orientation + Diversity]	[Admire + Contentment + Encouragement] – [Culpability + Destitution + Defiance]	[Hostility + Achievement + Statement + Action] – [Cognitive Terms + Obedience + Adornment]	[acquaintance + Space Consciousness + Sequential Consciousness + Present distress + Human Interest + Compactness] – [Past Anxiety + Intricacy]	[Vitality + Collaboration + Bond] – [Range + Elimination + Emancipation]

4. Research Methodology

Objective and Hypotheses Practice open communication. Poor communication, including poor listening skills, is one of the most common and significant corporate leadership weaknesses. Without question, inadequate communication around critical success factors and a general lack of trust are two of the most common and significant leadership short-comings. Are you doing everything possible to provide understanding and context through clear and constant two-way communication and reinforcement of corporate goals and objectives, strategic direction, critical success factors, mission, vision, and values? Corporate wide business metrics should be continually circulated and discussed to provide an ongoing clear sense of what needs to be done. Are you really listening to employees and taking appropriate action? Misunderstood and misinterpreted corporate values and goals lead to poor performance and poor morale. The frequency and quality of employee-leader interactions should be reinforcing and encouraging. What leaders say, and how it is said, either encourage or discourage the productivity, effort, quality, and customer interactions of their employees/teams. It requires ample self-awareness on the leader's part to know how they are impacting and affecting employee behavior. Once that knowledge is gained, it should be channeled for maximum positive influence. While parameters must be established for formal communication and interaction, never forget that *all* of a leader's employee interactions and dialogues either reinforce or punish employee behaviors. You may even want to reinforce any common language or useful categories of speech, actions, and gestures that emerge in groups or throughout the organization in order to help employees and teams deal with conflict in cohesive and productive ways.

Develop and communicate values and norms that set the foundation of the organization's culture. Values, while not physically observable, underlie and determine behavior. Underlying assumptions and beliefs that are taken for granted (and that may over time even drop out of

awareness and be difficult to articulate) initially emanate from values and they form the deepest level of culture. Values and priorities are observed and felt through employee rewards and punishments, systems, and approaches and need to be consistent. Is there complete alignment between your organization's written and actual operating values? Your organizational values, its stated preferences for specific behaviors and outcomes, should not only address profit generation, but also should speak directly to the growth, development, and well-being of employees. Norms are the behaviors, approaches, and means of achieving goals that have been deemed to be culturally acceptable by others. A change in leadership certainly can bring about positive change in a company's culture - new leadership, reprioritization, redefined and clearer expectations, and often new strategies, all for the better. But, it's important for new leadership to understand that to the extent that old procedures, priorities, systems, and processes remain in place, they will continue to represent the past and have the "old influence" on employee behavior. Remember that when it comes to values, missions, and vision statements, how people/leaders act carries far more weight, and more directly affects your culture, than any written statements. What is leadership permitting, sanctioning, rewarding, applauding, praising, approving, and allowing continuing? What is leadership punishing, ignoring, terminating, and ending? All of these things should be in alignment with company stated values.

The objective of the research is to find if there is a difference in the communication style of chairperson of public and private banks as exhibited in their communication through Chairperson's speech published in Annual reports to stakeholders.

For our study we collected the secondary data from public sector bank and private sector bank but it did not include the co-operative bank or foreign private banks. The chairperson message of 25 public sector banks was available in their Annual report for the year 2016. For private sector bank, 59 messages of chairperson was available. So we used random sampling method to select 25 private sector banks from the list of 59 private sector banks. On each chairperson message we run content analysis, so as to measure the master (manifest) variables.

Following hypotheses are framed for data analysis:

H_{01} : There is no significant difference in the Activity aspect between private and public sector bank as exhibited by chairperson's message.

H_{02} : There is no significant difference in the Optimism aspect between private and public sector bank as exhibited by chairperson's message.

H_{03} : There is no significant difference in the Certainty aspect between private and public sector bank as exhibited by chairperson's message.

H_{04} : There is no significant difference in the Realism aspect between private and public sector bank as exhibited by chairperson's message.

H_{05} : There is no significant difference in the Commonality aspect between private and public sector bank as exhibited by chairperson's message.

To test the 5 manifest variables viz., Activity, Optimism, Certainty, Realism and Commonality for the two populations viz., Public and Private banks we used "independent sample-t test" to test the framed hypotheses. Also F test of sample variance is performed to find if the two populations have equal variance.