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BANK 410

“The Leadership Styles at the Public Banks of TRNC”

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ABSTRACT

Leadership, the most visible component of a manager's responsibilities, is the act of motivating or causing others to perform activities designed to achieve specific objectives.

There are three public banks in TRNC. These are Akdeniz Garanti Bank Ltd, K.T. Koop Central Bank and K.T Vakıflar Central Banka.

The three leadership style had found in public banks of TRNC. These are Autocratic leadership style, Democratic leadership style and Laissez faire leadership style.

Basic finding of this study, the public banks use the democratic leadership style in TRNC.

This study aims to identify the leadership, adoption of different leadership styles, and to study the link between the performance and motivation with the different leadership styles. The study will include survey. Survey will look into the perception of the employees about their managers at the state owned banks. Satisfaction of the employees from the work conditions will also be looked into. The study will also look into the different leadership styles of the bank managers.

INTRODUCTION

Factors influencing the dynamics of globalization are changing in parallel to the developments in the world. Such developments are increasing the responsibilities of modern organizations. In an era of communication and information the individuals become aware of the modern developments all around the world they become more demanding. Being aware of the current political, economic and social changes the individuals aim to improve their living conditions to the highest standards. Individual progress and targeting a better living condition must always remain in order to motivate the individuals to work hard and improve their conditions. This is a prerequisite for sustainable development. Otherwise individuals and the communities will have big gaps between the reality and the ideals. Keeping the community motivated is the responsibility of leaders in that community.

Organizations can only succeed with good management. Exceptional managers are also good leaders. Leadership is a very important issue at the modern organizations. "Management and leadership functions are changing in time by understanding the importance of the stakeholder concept, and the realization of the positive contribution of high moral to the productivity" (Ergun and Polatoğlu, 1992, pp.162). Leadership must be redefined in an era of information and technology age.

Leadership has always been an important issue at every age and it had been under study at all times. Leaders have always existed since the first days of human life in the world and it will continue to exist in the future. The only change about the leadership is the way it is perceived and the approaches. When looked at the history it can be seen that different leadership styles existed according to the events, time and conditions. Leadership styles change in time since the communities are under constant changes and environmental factors are always in change. Changes lead to new style of leadership.

Leadership is a dynamic and personal value and the capacity and the ability to lead people towards an objective (Şen, 1981, pp.168). Leadership can be envisaged as the ability to lead the people who get together to achieve a certain task (Başaran, 1988, pp.68). In an organization leaders lead the employees to carry out their responsibilities in a successful manner. The word leadership is used sometimes to describe the head of the group, a person that guides managers and pioneers. When looked into it is realized that the leaders are also members of a group. But they have some important values and abilities that separate them from the ordinary members of the group. Success of the leader depends on the success of the individuals and the treatment of the individuals must be just and trustworthy. A leader who fails to bring the groups to success may cease to be a leader. When unsuccessful the leaders can be changed.

Leaders are individuals that influence the other members of the groups and lead them under the changing time and condition to reach their objectives (Cole, 1993, pp.52). Groups and their leaders must share a common vision and have a common objective otherwise condition for leadership does not exist.

Theorist and practitioners have different definitions for management and leadership. For many years leadership was accepted as a mystical charismatic value of a special person. Atatürk can be shown as a charismatic leader who was standing out in the community impressing the whole nation. What is the difference between these leaders and the rest of the community? How different do they think from the community? In short what are their differences? Scientist is excited to investigate and learn the special characteristics of these people. There are increasing efforts to try to find out the values and characteristics of the effective leadership (Cavaleri and Obloj, 1993, pp.287).

Effective and successful management is as important as finance and technical capabilities at the organizations. Only the managers and leaders can use the resources

effectively and obtain productivity. Leader is an important factor that leads the organizations to success or failure. Leaders play a key role in identifying the objectives, the tools and systems to be adopted to reach this objective and to give responsibilities to the group members. Means to reach to the goals must be clearly identified by the leaders in order to reach the goals in expected time period. Reaching to the identified targets needs to use the right approaches and instruments and it is responsibility of the leaders to adopt the right approach and the right tools.

This study aims to identify the leadership, adoption of different leadership styles, and to study the link between the performance and motivation with the different leadership styles. The study will include survey. Survey will look into the perception of the employees about their managers at the state owned banks. Satisfaction of the employees from the work conditions will also be looked into. The study will also look into the different leadership styles of the bank managers.

2. BASIC CONCEPTS OF LEADERSHIP

This section will be about leadership, leadership styles, factors effecting the selection of leadership styles and impact of the leadership style on the performance and motivation of the employees.

2.1. Leadership

In an era of superior communication and networking environment the organizations need effective management models and managers with special capabilities. Human beings are more dependent than ever to the schools, hospitals and organizations of all types to provide them a modern luxury living. It is of paramount importance that the complex organizations are run with effective and modern management approach to continue their functions successfully (Merih, Doc.Dr.Kutlu). Individual development is very important since without the development of individuals it is not possible to get a developed community. Basic technical skills and knowledge are not any longer enough for a professional or a person at a managerial position. People need more than basic skills and knowledge. The most needed values in this respect are the determination, and personal traits to lead the people to overcome all the visible and invisible difficulties that remain in the way for the success and happiness. Leadership values keep people together to work against all the restraints, difficulties and hazards to reach success.

Therefore leadership in short, is the use of motivation and other instruments in the process to reach the objectives. It is not surprising that there are efforts to learn about the characteristics of successful leaders because the leadership is very important for organizational success (Boone and Kurtz, 1990, pp.183).

A leader is the person who identifies the nature of the people in the group and organizes them to follow him/her to reach to the common goal. Effectiveness of any Total Quality Management effort is mostly dependent on the leadership values of the upper management. We can list the needs for a person to become a leader in a bank;

- * To have a clear vision and look for progress,
- * To be able to understand the information and know-how at the bank,
- * To be flexible and to be able to adopt to change,
- * To be able to influence and persuade others with his/her strong vision,
- * To like working with groups,
- * He/she must be stable and set an example to others.
- * To be cool and objective during the times of uncertainty.
- * He/she must respect the ideas and opinions of all the others whatever their status are,
- * To give importance for education, development and creativity.

Leadership is a study of visions, plans, motivation and development. An organization is very unlikely to achieve progress in the right direction without leadership. Leadership is the main factor for a controlled development of an organization (Dönmez, Durmuş, T.C. Ziraat Bankası Eg. Mdl. Uzmanı).

2.2. Leadership Styles

Leadership style is the way authority is used by a manager to lead others. The three board's categories of leadership style are autocratic, democratic and laissez faire:

2.2. A.The Autocratic Style: Autocratic Leaders make decisions without consulting others .This style can be highly effective when quick decisions are critical, but only when the leader can be enforce those decisions .However, critics of the autocratic style maintain that these managers could be more objective, could motivate employees better, and could be more open to the ideas of others .This style was popular for many years and is still favored by some managers.

2.2. B.The Democratic Style: Democratic leaders delegate authority and involve employees in decision making. Although they welcome employee participation and open communication, they are responsible for the final decision. Democratic leaders provide relatively little supervision and are most effective when managing highly skilled professionals. Although decision making can be slow, and the leader may end up having little control over employees, democratic leadership is increasingly popular.

2.2. C. The Laissez-Faire Style: The French term laissez faire can be translated as "leave it alone," or, more roughly, as "hand off." Laissez faire leaders take the role consultant, encouraging employees' ideas and offering insights or opinions when asked .However ,the laissez faire style may fail if the group pursues goals that do not match the organization's. Today this approach has been adapted to self-leadership and employee empowerment. (Rachman, Mescon, Bovee and Thill, 1996, pp.167)

2.3. Factors Influencing the Selection of the Leadership Styles

Environmental factors are very important for the selection of leadership style and the allocation of responsibilities and authorities. There are factors effecting the selection whether to use autocratic, democratic or Laissez-faire styles.

2.3. A Factors Influencing the Selection of Autocratic Leadership Style

Autocratic leaders are work centric and they use their position to force subordinates to carry out their tasks. Such style of leadership exists in military units and highly hierarchical organizations (Buluç, Dr. Bekir).For example army. This style of leadership cannot be used in organizations that are democratic and people centric.

The autocratic leadership style is usually preferable in communities where there is autocratic and bureaucratic structure. This style is when the leader has the

confidence to act independently and be unquestioned (insankaynaklari.com içerik, 2002).

This leadership style is suitable when the employees lack the necessary skills and knowledge about the work they are about to carry out. Lack of knowledge and experience lead to a situation where they just take the orders and carry out the duty without questioning. Pressure and threat are frequently used by the leaders in order to get the task done. Advantage of this type of leadership is that the decisions are taken in very short time. Therefore the decision making period becomes very short (Straup and Attner, 1991, pp.180; Magginson, 1981, pp.285; Eren, 19889, pp.328) it can be said that the selection of autocratic leadership is useful when the employees are very inexperienced and when the decisions need to be made in very short time.

However the autocratic leadership undermines the knowledge and ability of the individuals and does not care about their personal ideas and desires and due this the autocratic leadership reduce motivation and the employees lose respect to the leader. Employees become dissatisfied and they feel anger towards the superiors, thus the influence and effectiveness of the leader reduces (Straup and Attner, 1991, pp.180; Megginson, 1981, pp.285; Eren, 1989, pp.382). Leaders of this style are not favorable since they are considered to be selfish and inconsiderate to the employees' beliefs and emotions.

2.3. B. Factors Influencing the Selection of Democratic Leadership

Democratic leadership is employee centric and such a style leadership allows democracy within the group and gives importance to individual views and ideas. Such leadership style exist at the organizations that are human centric and democratic (Buluç Dr. Bekir). This type of leadership does not exist at autocratic and totally free organizations.

Group members are encouraged to participate in decision making process with the democratic leadership style. This situation gives richness to ideas and it allows more ideas to generate. At the end group reaches decisions which is much better for reaching the target. Being part of the decision making process is very satisfying for the group members (insankaynaklari.com, içerik ekibi, 2002). Democratic leaders aim to find out how to keep the group members' moral high (Goleman, 2000).

If he or she leaders are not sure at a make decision, he or she can use this leadership styles (Goleman, 2000). Therefore I think this factors are positive factors influencing the selection of democratic leadership styles.

There are however some disadvantages of the democratic leadership style. Firstly it takes longer time to decide because everybody is part of the decision making. This leadership style may fail when a decision needs to be taken in very short time. In some cases decision cannot be even taken (Straub and Attner, 1991, pp181; Megginson, 1981, pp.286). It is also wrong to use this style when there is a big gap between the manager and the subordinates (Goleman, 2000).

Therefore I think these factors are negative factors influencing the selection of democratic leadership style.

2.3. C. Factors Influencing the Selection of Laissez-Faire Leadership Style

Leaders of the laissez-faire style do not use much influence on the group and lets thing take place as they do (insankaynaklari.com, içerik ekibi, 2002).

This type of leadership gives total freedom for the individual members of the group to use their personal skills plans, and applications to reach the task. Such leadership styles exist in the organizations where highly specialized people work, research departments, and scientific projects. Members of such groups are self

motivated, highly responsible and needs no supervision to carry out their responsibilities (Buluç, Dr. Bekir).

The above mentioned factors are effective for selection of the laissez-faire leadership style.

At the same time, a leader of this style has no authority at all, and this makes it very difficult for the leader to get together the group members around a mission. Such an attempt may lead to anarchy (isankaynaklari.com, içerik ekibi, 2002). It is not possible for this style to be successful where there isn't a well structured work division and where there is lack of experience and specialization (Buluç, Dr. Bekir).

Therefore I think these factors are negative factors influencing the selection of laissez faire leadership style.

2.4. Impact of Leadership Styles on Performance and Motivation

Since 1930 a social approach had started to take place whereby it was realized that the organizations does not function only for their owners. It was realized that for organizational success it is important to care about the employees and all the other stakeholders. Work satisfaction and motivation are important for overall success.

Success of the banks cannot be only rated by the figures in the balance sheet and the income statement, quality of the services of the bank is also an important indicator of success. A bank is as successful as its personnel's success to give good services to the clients. Efficiency of the individual employees leads to organizational efficiency. These sensitive issues led to restructuring at the banks (Dönmez, Durmuş, T.C. Ziraat Bankası Eğ.Mdl.Uzmanı). The findings are:

2.4. A. Performance and Motivation of Workers under Autocratic Leadership Style

Autocratic leaders order and the subordinates have to obey these orders. Such leadership style may lead to speedy restructure of any organization. (Leadership and Management Styles, 2000). Such leadership style may have positive and negative influence at the work place.

Threat and punishment is central in this leadership, which is a negative effect (Newstorm and Davis, 1993, pp.227).

I believe that threat and punishment can be turned into effectiveness at the work place and get positive results out of the negative attitude. As an example a leader can threaten the employees by saying them they will be out of job unless they perform the task at given amount of time. Such leader assumes that this is an effective way to deal with the job.

While autocratic leaders enjoy supremacy and power, it disregards the personal values and creativity of the individuals. Subordinates act just as their superiors want them to and do not add any personal touch in their work. Employees at the banks are always under fear that they may do mistakes and upset the manager. This situation totally diminishes the personal values of the employees (Dönmez, Durmuş, T.C.Ziraat Bankası, Eğ. Mdl. Uzman). This situation reduces the performance and motivation of the employees.

Eagerness of the individual personnel under autocratic leadership is quite low (Newstorm and Davis, 1993, pp.9). There is also low competition between the employees to attain success. Since the decision is always made by the autocratic leader and the last word is always said by the leader, the individuals do not feel the need to produce any idea.

The only motivational tool under this system is money. Employees are as motivated as they get money (Leadership and Management Styles, 2000).

2.4. B. Performance and Motivation of Workers under Democratic Leadership Style

Democratic leadership allows participation of the employees. Employees share ideas and make group decisions together on issues of job performance, improvement of service quality, creating better working environment and such similar decisions. Organization benefits from personal experiences and qualities of every individual employee (Dönmez, Durmuş, T.C.Ziraat Bankası, Eğ. Mdl, Uzmani). Such a leadership style has positive effects on performance. Employees working in such an organizations are eager to improve themselves, increase their performance and compete with other people to prove themselves (Leadership Styles, 2000).

There should be no force to obtain participation. Participation of employees in the decision making process should be free and with their own will (Dönmez, Durmuş, T.C.Ziraat Bankası, Eğ. Mdl, Uzmani). Any pressure on the employees may have negative effect on the employees.

Motivation is an important issue to increase participation. Being part of the decision making mechanism, to be respected, fair pay system, status, and responsibility are the motivational factors under this leadership style work place.

Bank employees who work in a place where they are part of the decision making mechanism are highly satisfied. Such environment provided good communication between the upper and lower level employees, and overall increase the satisfaction and performance. Employees at these banks are less resistant to change since they are aware of what is going on and they feel less at risk (Dönmez, Durmuş, T.C.Ziraat Bankası, Eğ. Mdl, Uzmani).

Money is not the only means of motivation under this leadership style (Leadership and Management Styles, 2000). The employees need to be motivated by giving those statuses, responsibility, respect, and acknowledgement.

2.4. C. Performance and Motivation of Workers under Laissez-Faire Leadership Style

Laissez-faire leaders do not use any leadership tools and they leave the employees on their own for making their own decision.

Each group leader uses their own policies, make their own decisions, and use their styles and methods to achieve their tasks. When needed an individual can establish a group to work together (Buluç, Dr. Bekir). Role of the leader is minimal (Newstrom and Davis, 1993, pp.228). Therefore the increase or decrease of performance is totally up to the individual personnel.

3. THE MARKETING RESEARCH STUDY

Research methodology and the research findings will be evaluated under this heading.

3.1. Research Metedology

The survey was carried out among the basic employees, chief, assistant general managers, and general managers of the public banks of TRNC namely the Akdeniz Garanti Bank Ltd. of TRNC, Vakıflar Central Bank of TRNC and the Cooperative Central Bank of TRNC. Two different types of surveys were carried out, one for the managers and one for the employees. There are 17 questions for manager and there are 18 questions for employees which aimed to determine the leadership style of each bank. Total number of survey was 42 out of which 32 were the employees and the remaining 10 the managers, assistant managers and the chief.

The surveys results will be evaluated by the SPSS program and obtain graphics.

The purpose of the survey was to determine the leadership style which was adopted by the public bank of TRNC managers.

3.2. Basic Finding

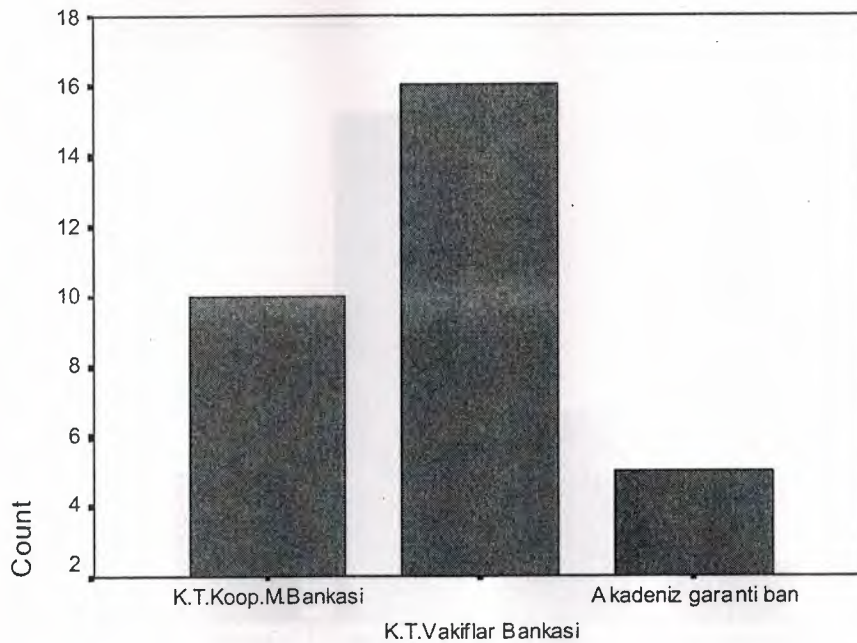
Under this heading the results of the survey which was directed to all levels of employees of the public banks of TRNC will be evaluated by using the SPSS program.

3.2. A. The Managers from the Employees Point of View

This part includes the evaluation of the survey results which was directed at the employees of the public banks of TRNC. SPSS graphic program was used for the evaluation.

Name of the bank

N	Valid	31		
	Missing	0		
		Frequency	Percent	Valid Percent Cumulative Percent
Valid	K.T.Koop	10	32,3	32,3 32,3
	.M.Banka			
	si			
	K.T.Vaki	16	51,6	51,6 83,9
	flar			
	Bankasi			
	ltd.			
	Akadeniz	5	16,1	16,1 100,0
	garanti			
	banaksi			
	Total	31	100,0	100,0



banka ismi

As it can be seen from the above diagram biggest response to the survey, to determine the employees' perception of their managers, came from the Vakıflar Central Bank.16 employees which response rate at this bank was 51.6%. The Akdeniz Garanti Bank's response rate was 16.1% which indicated they were the least sensitive namely this ratio is equal to 5 employees.

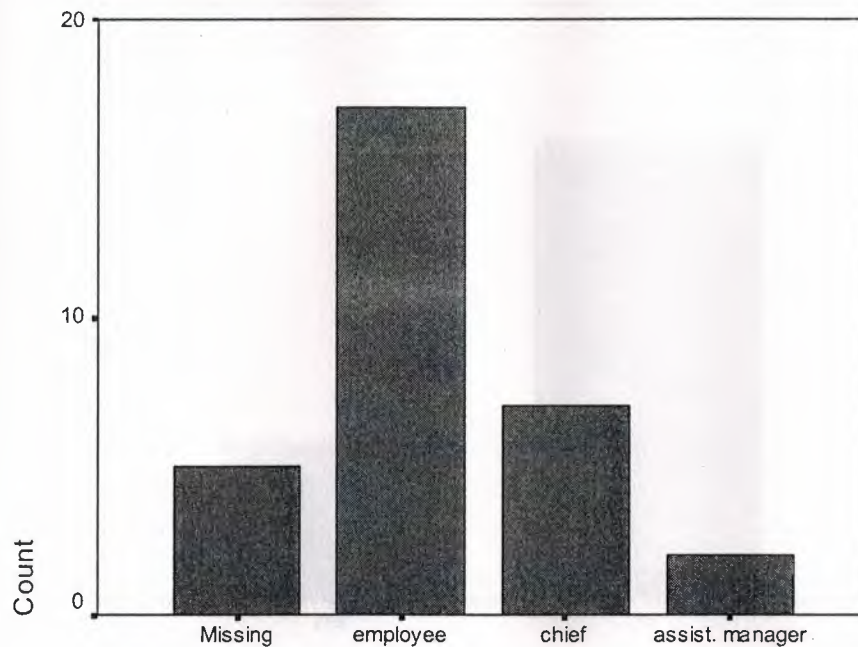
Statistics

Statue of workers

N	Valid	26
	Missing	5

Statue of workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid employee	17	54,8	65,4	65,4
chief	7	22,6	26,9	92,3
Assist. manager	2	6,5	7,7	100,0
Total	26	83,9	100,0	
Missing System	5	16,1		
Total	31	100,0		



statu

As it can be seen from the above the survey to determine the employee's perception about their managers was directed to the basic employees, chief and assistant managers. The greatest participation came from the basic employees since their response rate was 54.8%. Least respondent were assistant managers since only 6.5% had responded. This ratio is equal to 2 assistant manager.5 person which amounts to 16.1% did not state their status.

Q.1) listens only to views that agree with his or her?

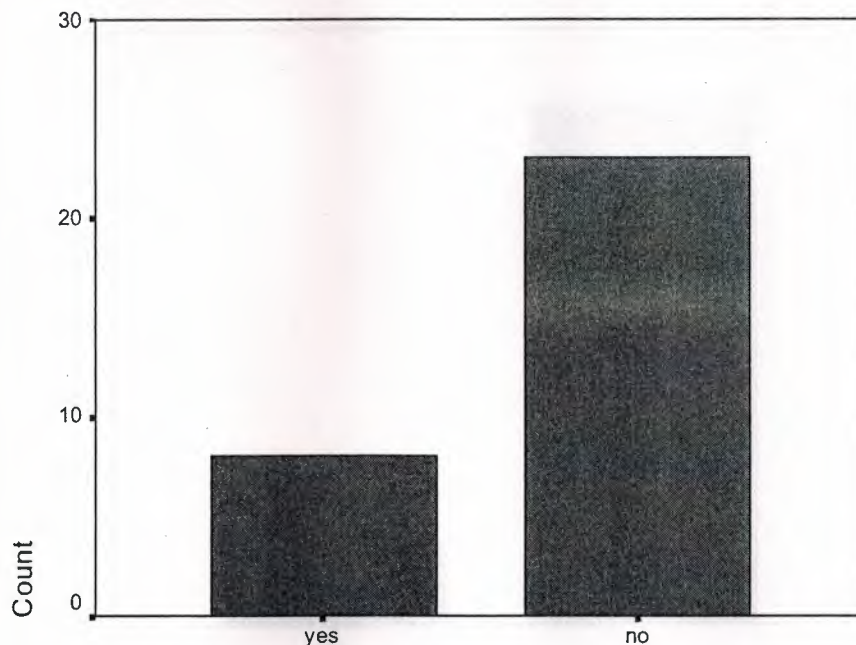
Statistics

Listens only to views that agree with his/hers?

N	Valid	31
	Missing	0

Listens only to views that agree with his/hers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	25,8	25,8	25,8
	no	23	74,2	74,2	100,0
Total		31	100,0	100,0	



listens only to views that agree with his/hers.

As it can be seen from the above graph 23 employees who amounts to 74.2% stated that their managers are open to the employee's ideas and views. The managers do not like to dictate their ideas. According to this I think %74.2 of employees see their managers as a democratic leader at the public banks of TRNC and Only 8 respondents which amounts to 25.8% do not see their managers as democratic.

Q.2) permits us to use our own judgment in solving problems?

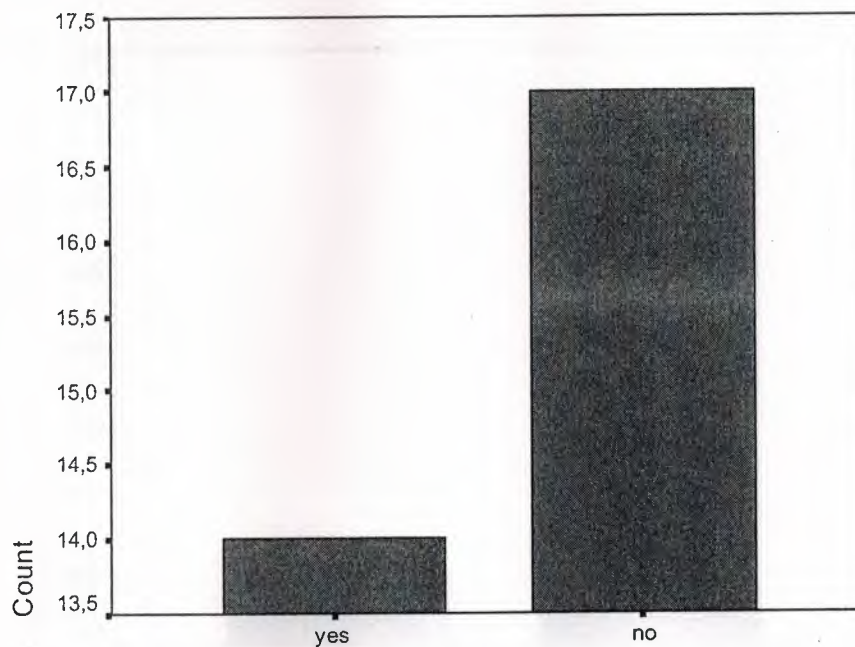
Statistics

Permits us to use our own judgment in solving problems?

N	Valid	31
	Missing	0

Permits us to use our own judgment in solving problems?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	14	45,2	45,2	45,2
	no	17	54,8	54,8	100,0
	Total	31	100,0	100,0	



permits us to use our own judgement in solving problems.

As it can be seen from the above graph 17 employees, in other words 54.8% stated that the managers do not take ideas from employees in problem solving. According to this I think %54.8 of the employees see their managers as autocratic leader at the public bank of TRNC. But the remaining 14 employees who amount to 45.2% do not see their managers as autocratic.

Q.3) let us to our work to way us think well.

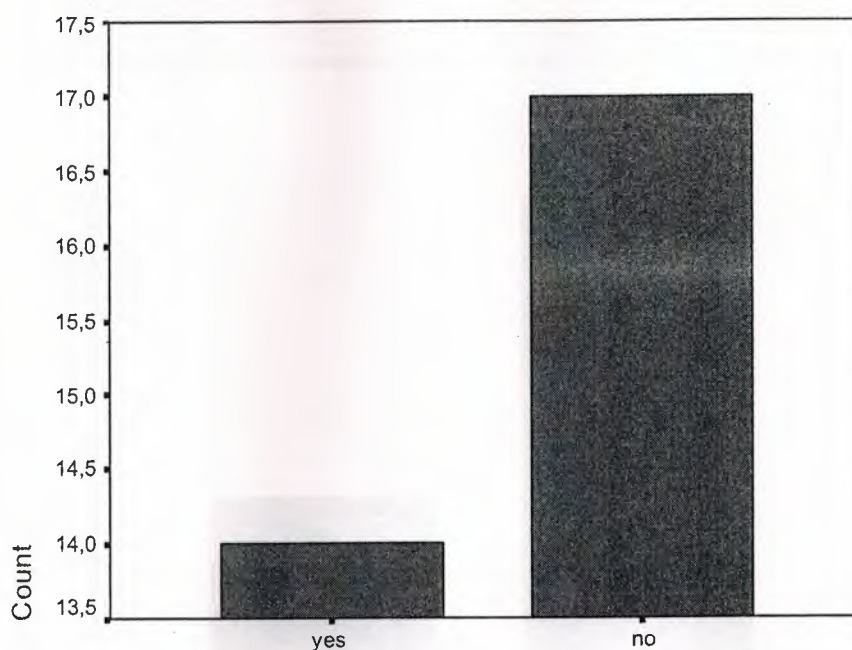
Statistics

Lets us to our work to way us think well.

N	Valid	31
	Missing	0

Lets us to our work to way us think well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	14	45,2	45,2	45,2
	no	17	54,8	54,8	100,0
Total		31	100,0	100,0	



lets us to our work to way us think well.

As it can be seen from the above graph 17 employees, which amounts to 54.8% stated that their managers does not let them do their work as they please. According to this I think %54.8 of employees do not see their as a laissez and faire leader at the public banks of TRNC. But the remaining 14 employees who amount to 45.2% consider their managers as laissez faire.

Q.4) frequently says I and me?

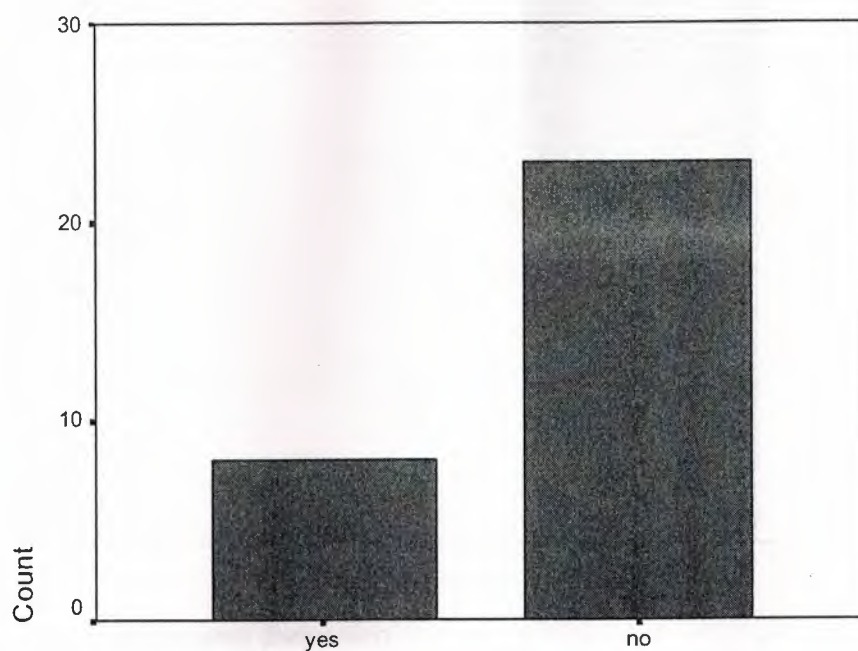
Statistics

Frequently says I and me.

N	Valid	31
	Missing	0

Frequently says I and me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	25,8	25,8	25,8
	no	23	74,2	74,2	100,0
Total		31	100,0	100,0	



frequently says I and me.

As it can be seen from the above graph 23 employees, which amounts to 74.2 % stated that the managers do not frequently use the "I and me" statement. According to this I think %74.2 of employees see their manager as a democratic leader at the public banks of TRNC. But the remaining 8 employees who amount to 25.8% do not see their managers as democratic leaders.

Q.5) monopolizes discussion?

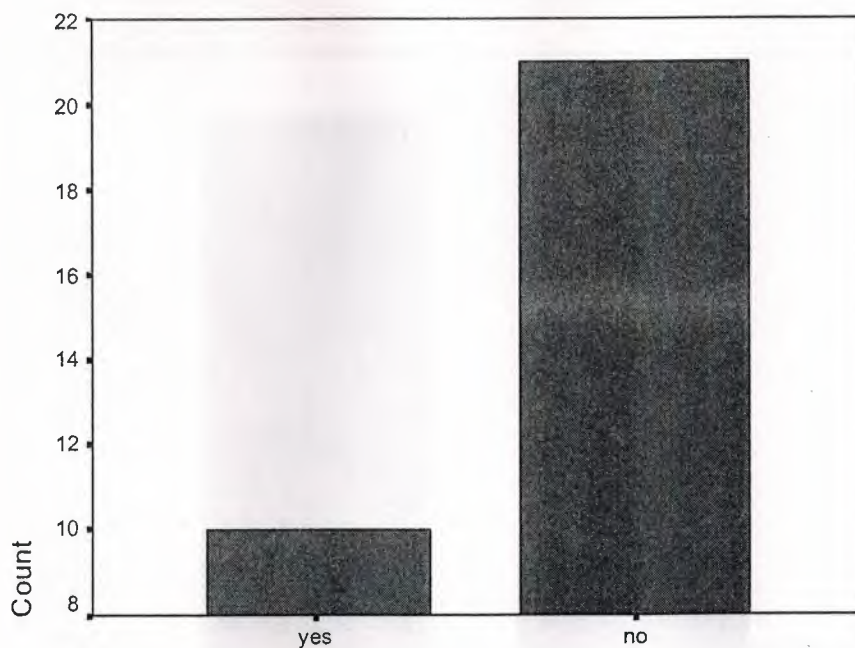
Statistics

Monopolizes discussion?

N	Valid	31
	Missing	0

Monopolizes discussion?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	10	32,3	32,3	32,3
	no	21	67,7	67,7	100,0
	Total	31	100,0	100,0	



monopolizes discussion.

As it can be seen from the above graph 21 employees, which amounts to 67.7% stated that the managers do not monopolize research works and information for themselves. According to this I think %67.7 of employees see their manager as a democratic leader at the public banks of TRNC. But the remaining 10 employees who amount to 32.3% do not see their managers as democratic.

Q.6) follows standard rules and regulations?

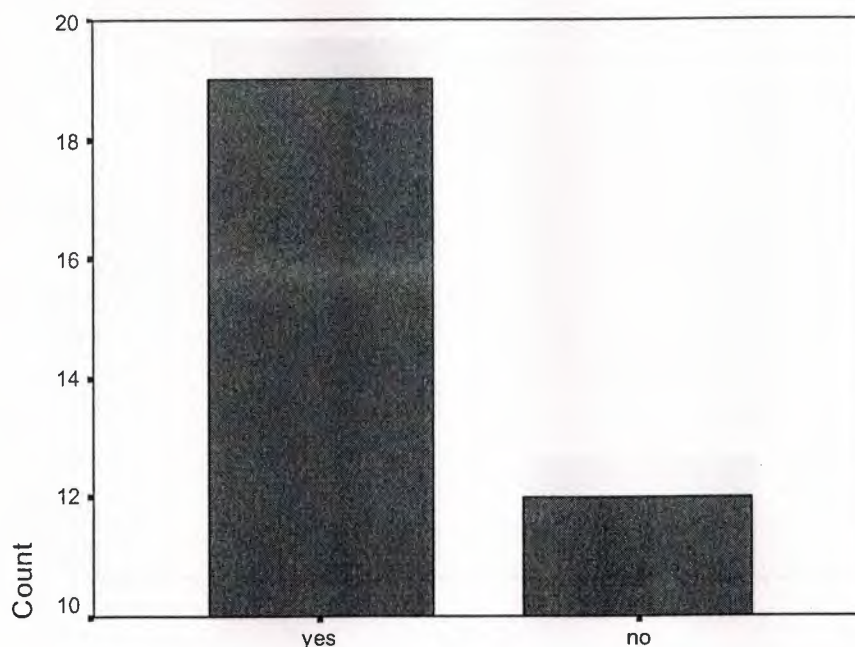
Statistics

Follows standard rules and regulations?

N	Valid	31
	Missing	0

Follows standard rules and regulations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	19	61,3	61,3	61,3
	no	12	38,7	38,7	100,0
Total		31	100,0	100,0	



follows standard rules and regulations.

As it can be seen from the above graph 19 employees, which amounts to 61.3% stated that the managers are following standard procedures. According to this I think %61.3 of employees see their managers as an autocratic leader at the public banks of TRNC. But the remaining 12 employees who amount to 38.7% do not see their managers as democratic.

Q.7) Shares his or her ideas?

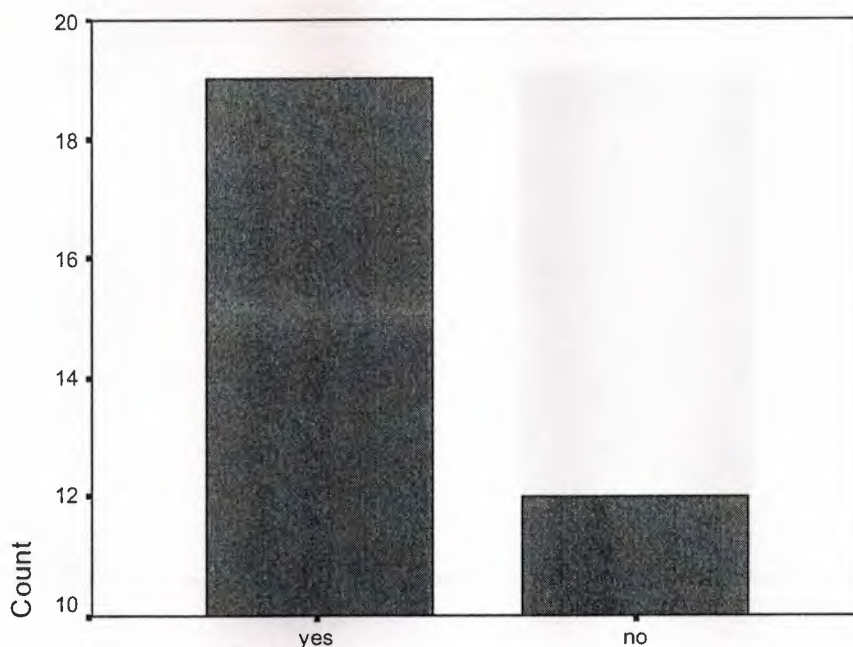
Statistics

Shares his/her ideas?

N	Valid	31
	Missing	0

Shares his/her ideas?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	19	61,3	61,3	61,3
	no	12	38,7	38,7	100,0
	Total	31	100,0	100,0	



shares his/her ideas.

As it can be seen from the above graph 19 employees, which amounts to 61.3% stated that the managers share their ideas with the employees. According to this I think %61.3 of employees see their managers as a democratic leader at the public banks of TRNC. But the remaining 12 employees who amount to 38.7% do not see their managers as democratic.

Q.8) refuses to explain his or her actions?

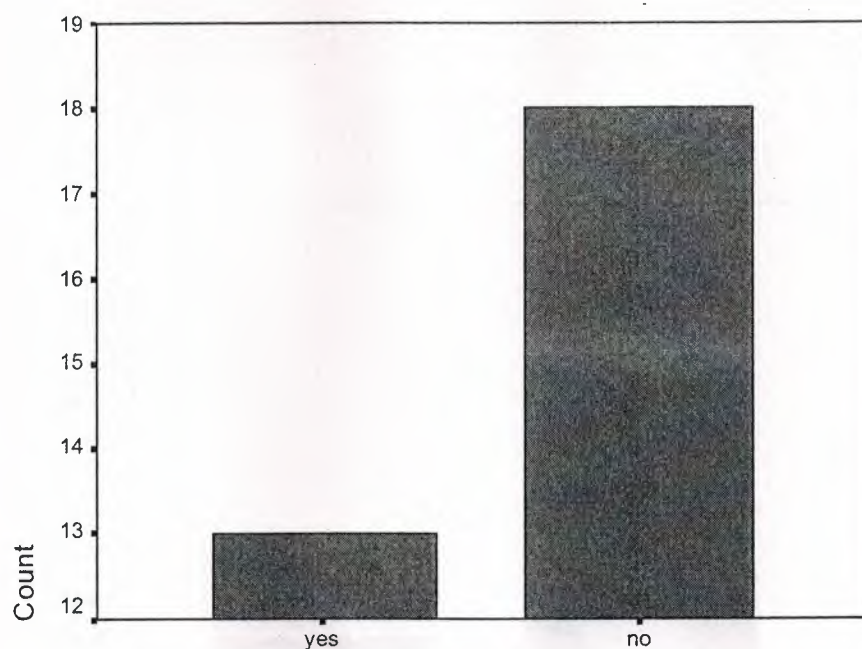
Statistics

Refuses to explain his/her actions?

N	Valid	31
	Missing	0

Refuses to explain his/her actions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	13	41,9	41,9	41,9
	no	18	58,1	58,1	100,0
	Total	31	100,0	100,0	



refuses to explain his/her actions.

As it can be seen from the above graph 18 employees, which amounts to 51.8% stated that the managers did not refuse to explain their activities. According to this I think %51.8 of employees see their managers as a democratic leader at the public banks of TRNC. But the remaining 13 employees who amount to 48.2% do not see their managers as democratic leader.

Q.9) Talks more than listens?

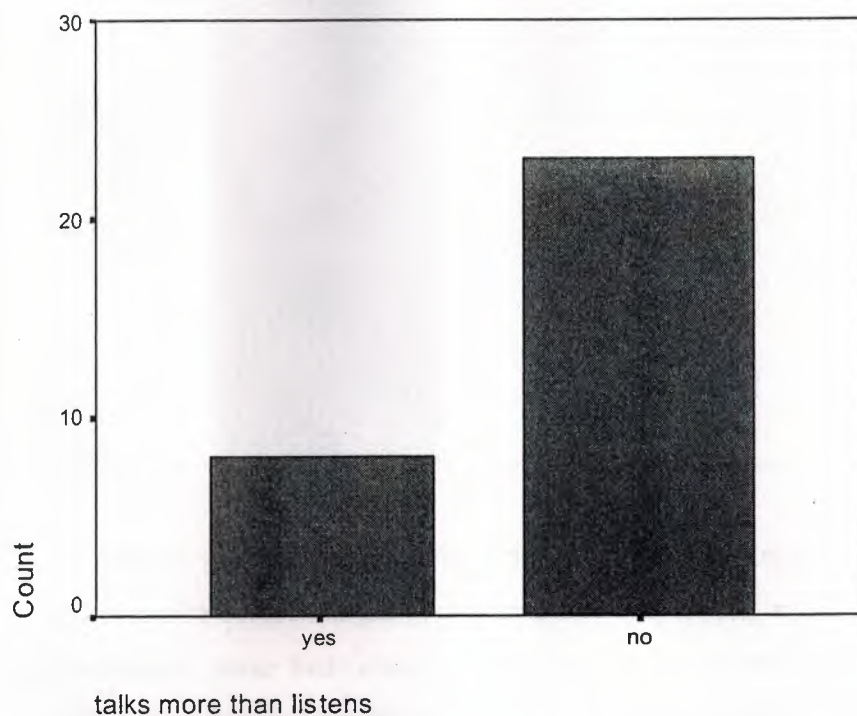
Statistics

Talks more than listens

N	Valid	31
	Missing	0

Talks more than listens

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	25,8	25,8	25,8
	no	23	74,2	74,2	100,0
Total		31	100,0	100,0	



As it can be seen from the above graph 23 employees, which amounts to 74.2% stated that the managers, rather than talking them more listened to their employees. According to this I think %74.2 of employees see their managers as a democratic leader at the public banks of TRNC. But the remaining 8 employees who amount to 25.8% do not see their managers as democratic leaders

Q.10) Decides what should be done and how it should be done?

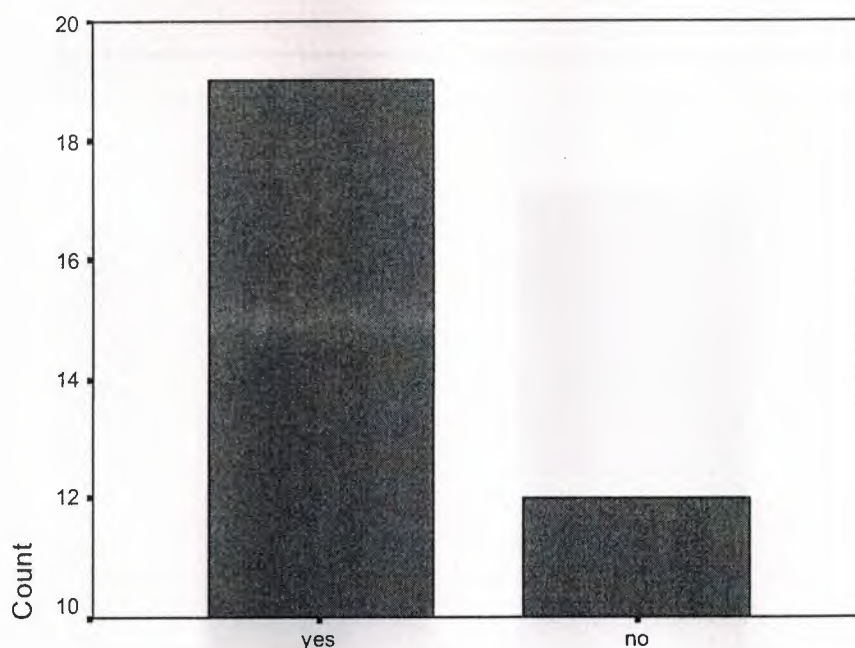
Statistics

Decides what should be done and how it should be done.

N	Valid	31
	Missing	0

Decides what should be done and how it should be done.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	19	61,3	61,3	61,3
	no	12	38,7	38,7	100,0
	Total	31	100,0	100,0	



decides what should be done and how it should be done.

As it can be seen from the above graph 19 employees, which amounts to 61.3% stated that the managers make their own decision in how to run the business. According to this I think %61.3 of employees see their managers as an autocratic leader at the public banks of TRNC. But the remaining 12 employees who amount to 38.7% do not see their managers as autocratic.

Q.11) Argues and threatens?

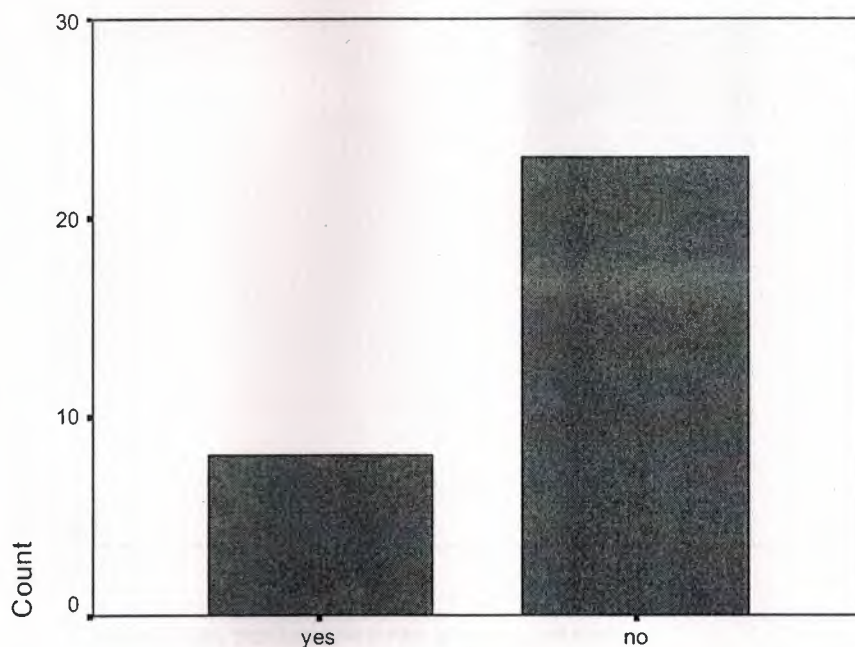
Statistics

Argues and threatens.

N	Valid	31
	Missing	0

Argues and threatens.

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	8	25,8	25,8	25,8
no	23	74,2	74,2	100,0
Total	31	100,0	100,0	



argues and threatens.

As it can be seen from the above graph 23 employees, which amounts to 74.2% stated that the managers discuss the issues with the employees and use no threat against their views. According to this I think %74.2 of employees do not see their managers as an autocratic leader at the public banks of TRNC. But the remaining 8 employees who amount to 25.8% do not see their managers as democratic.

Q.12) Tolerances postponement and uncertainty,

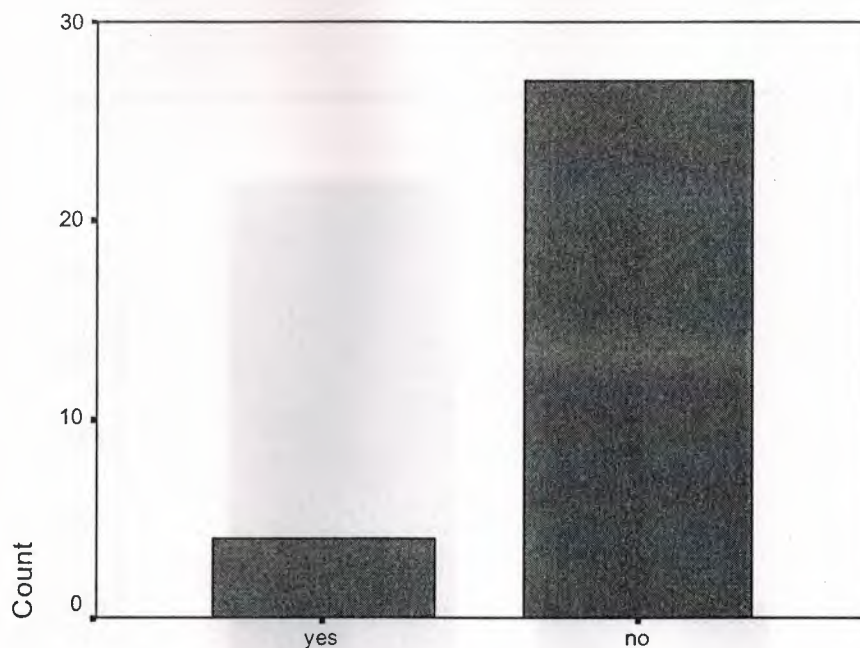
Statistics

Tolerances postponements and uncertainty,

N	Valid	31
	Missing	0

Tolerances postponements and uncertainty,

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	4	12,9	12,9	12,9
	no	27	87,1	87,1	100,0
	Total	31	100,0	100,0	



tolerances postponements and uncertainty.

As it can be seen from the above graph 27 employees, which amounts to 87.1% stated that the managers do not tolerate for delays and not being decisive. According to this I think %87.1 of employees see their managers as an Autocratic leader at the public banks of TRNC. But the remaining 4 employees who amount to 12.9% do not see their managers as autocratic.

Q.13) is collaborative?

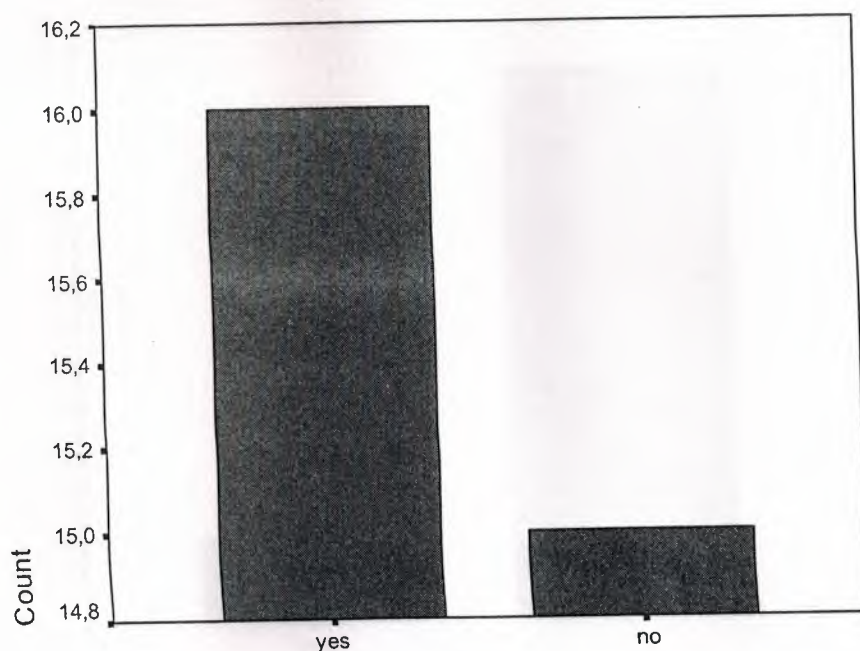
Statistics

Is collaborative?

N	Valid	31
	Missing	0

Is collaborative?

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	16	51,6	51,6	51,6
no	15	48,4	48,4	100,0
Total	31	100,0	100,0	



is collaborative.

As it can be seen from the above graph 16 employees, which amounts to 51.6% stated that the managers are cooperative. According to this I think %51.6 of employees see their managers as a democratic leader at the public banks of TRNC. But the remaining 15 employees who amount to 48.4% do not see their managers as democratic.

Q.14) Permit us to set our own paces?

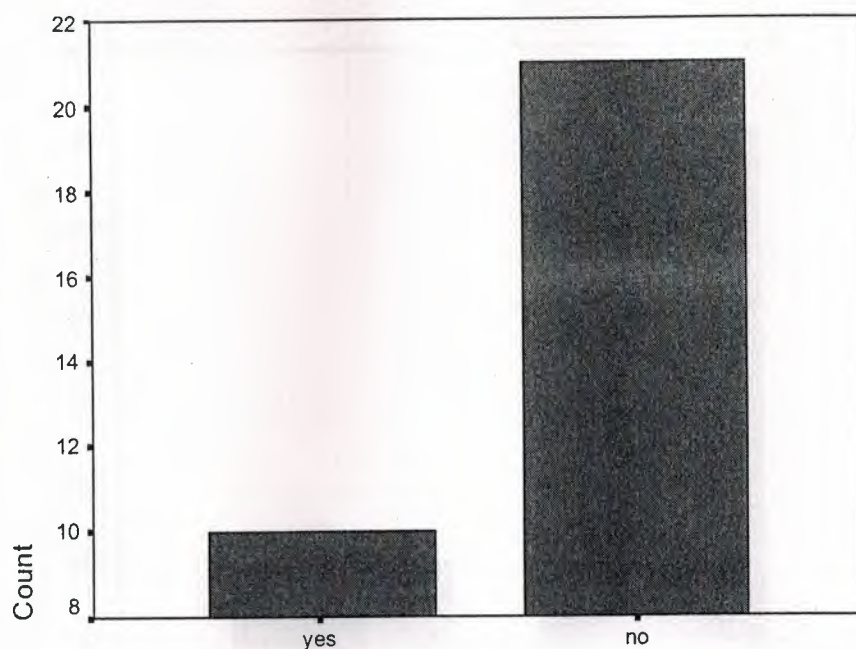
Statistics

Permits us to set our own paces?

N	Valid	31
	Missing	0

Permits us to set our own paces?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	10	32,3	32,3	32,3
	no	21	67,7	67,7	100,0
Total		31	100,0	100,0	



permits us to set our own paces.

As it can be seen from the above graph 21 employees, which amounts to 67.7% stated that the managers do not allow the employees to take their own steps in carrying out their responsibilities. According to this I think %67.7 of employees see their managers as an autocratic leader at the public banks of TRNC. But the remaining 10 employees who amount to 32.3% do not see their managers as autocratic.

Q.15) Trust us to exercise good judgment?

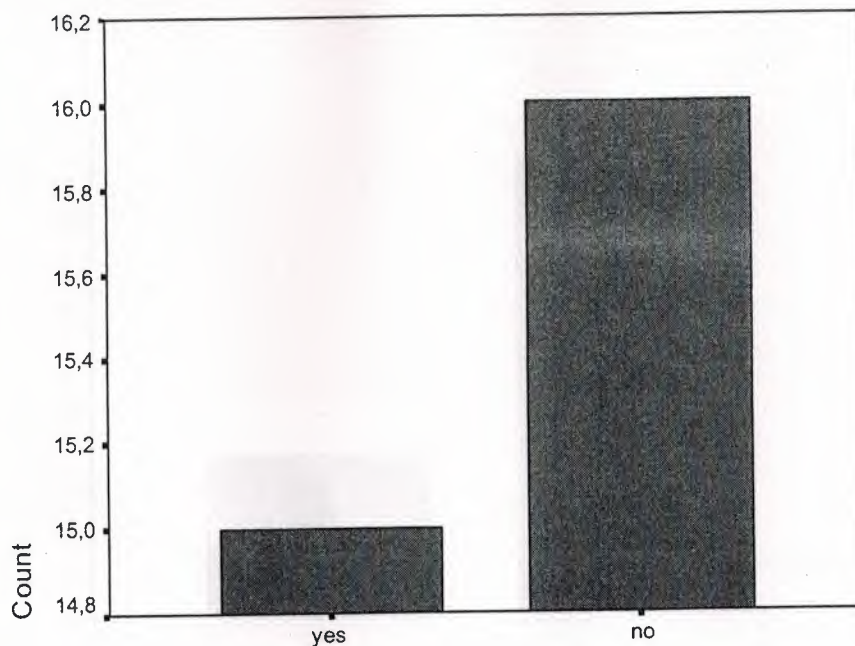
Statistics

Trusts us to exercise good judgment?

N	Valid	31
	Missing	0

Trusts us to exercise good judgment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	15	48,4	48,4	48,4
	no	16	51,6	51,6	100,0
Total		31	100,0	100,0	



trusts us to exercise good judgement.

As it can be seen from the above graph 16 employees, which amounts to 51.6% stated that the managers do not trust the employees to practice their own decisions. According to this I think %51.6 of employees see their manager as an autocratic leader at the public banks of TRNC. But the remaining 15 employees who amount to 48.4% do not see their managers as autocratic.

Q.16) is reluctant to allow us any freedom of action?

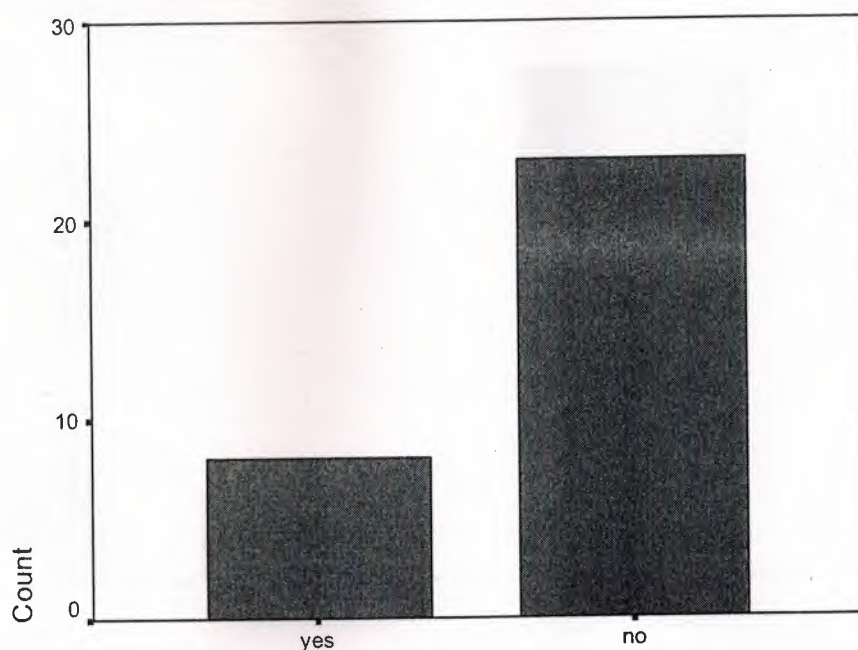
Statistics

Is reluctant to allow us any freedom of action?

N	Valid	31
	Missing	0

Is reluctant to allow us any freedom of action?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	25,8	25,8	25,8
	no	23	74,2	74,2	100,0
Total		31	100,0	100,0	



is reluctant to allow us any freedom of action.

As it can be seen from the above graph 23 employees, which amounts to 74.2% stated that the managers had allowed their employees to act freely and brought no limitations. This indicates that the 74.2% of the employees consider their managers as democratic leaders at the public banks of TRNC. The remaining 8 employees who amount to 25.8% do not see their managers as democratic.

Q.17) Gives credit and paradise where it is due?

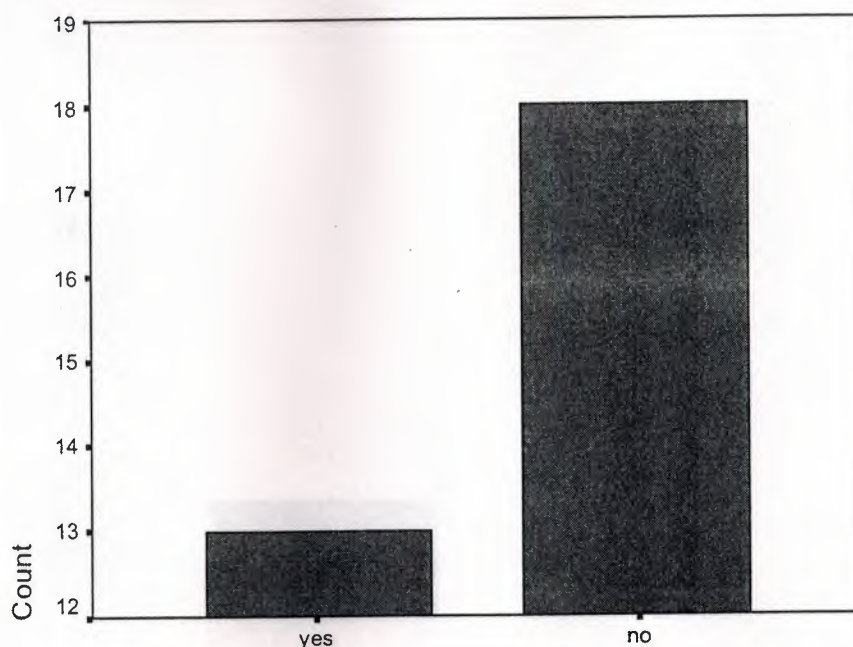
Statistics

Gives credit and praise where it is due.

N	Valid	31
	Missing	0

Gives credit and praise where it is due.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	13	41,9	41,9	41,9
	no	18	58,1	58,1	100,0
	Total	31	100,0	100,0	



gives credit and praise where it is due.

As it can be seen from the above graph 18 employees, which amounts to 58.1% stated that the managers compliment the employees and give moral whenever necessary. According to this I think %58.1 of employees see their managers as a democratic leader at the public banks of TRNC. But the remaining 13 employees who amount to 41.9% do not see their managers as democratic.

Q.18) is easily influenced?

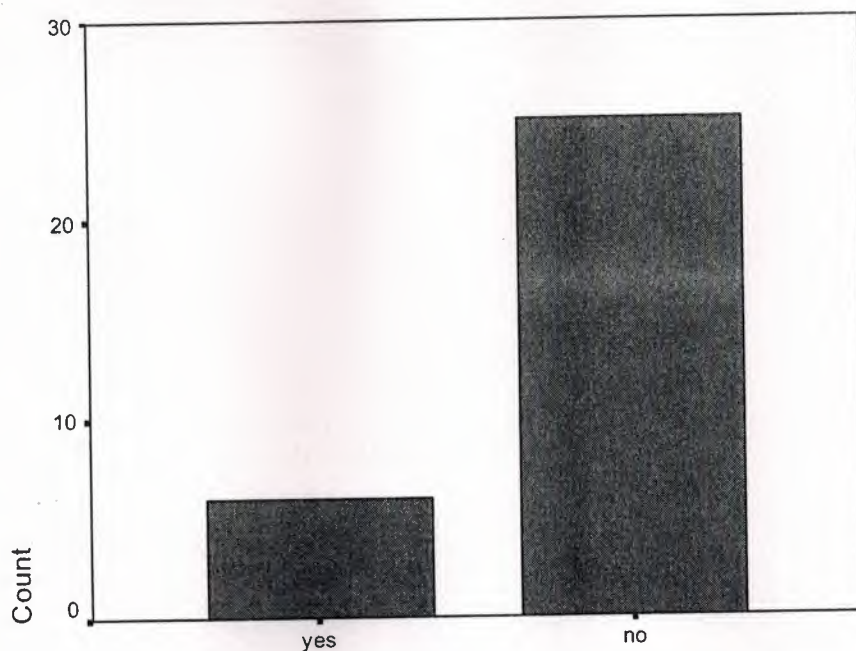
Statistics

Is easily influenced?

N	Valid	31
	Missing	0

Is easily influenced?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	6	19,4	19,4	19,4
	no	25	80,6	80,6	100,0
	Total	31	100,0	100,0	



is easily influenced.

As it can be seen from the above graph 25 employees, which amounts to 80.6% stated that the managers are not easily impressed at the public banks of TRNC. The remaining 6 employees who amount to 19.4% stated that the managers are easily impressed.

3.2 B. Perceptions of the Managers about the Employees

This section is a study of the attitude of the leaders towards their employees. The survey is carried out at the public banks of TRNC and the questionnaire was directed to the chief, assistant managers and general manager.

Manager	Number	Percentage
Chief Manager	1	10.0
Assistant Manager	3	30.0
General Manager	2	20.0
Total	10	100.0



As it can be seen from the above table, the majority of the managers are Assistant Managers. This is due to the fact that the Assistant Manager is the highest position in the hierarchy of the bank. The highest position in the hierarchy of the bank is the Chief Manager. The Assistant Manager is the second highest position in the hierarchy of the bank. The General Manager is the third highest position in the hierarchy of the bank.

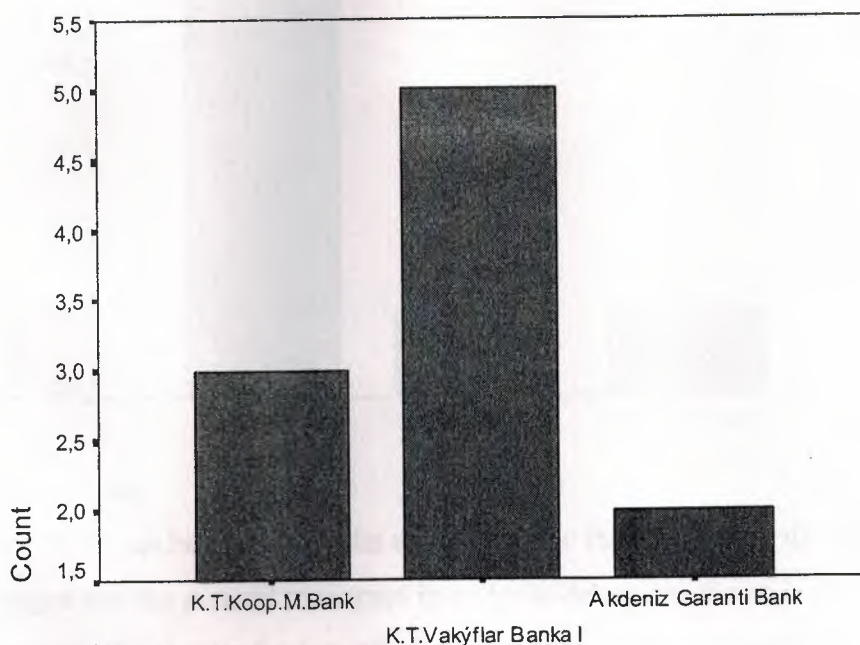
Statistics

Name of the bank

N	Valid	10
	Missing	0

Name of the bank

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid K.T.Koop	3	30,0	30,0	30,0
.M.Bank				
K.T.Vakı	5	50,0	50,0	80,0
flar				
Banka				
ltd.				
Akdeniz	2	20,0	20,0	100,0
Garanti				
Bankası				
Total	10	100,0	100,0	



name of the bank

As it can be seen from the above graphic the response to the survey was made at the public banks of TRNC namely the Cooperative Central Bank, Vakıflar Central Bank and the Akdeniz Garanti Bank Ltd. The biggest response to the survey came from the Vakıflar Central Bank where 50% of the questionnaires were answered. The Akdeniz Garanti Bank was the least sensitive bank where the response rate was only 20% with just 2 respondents.

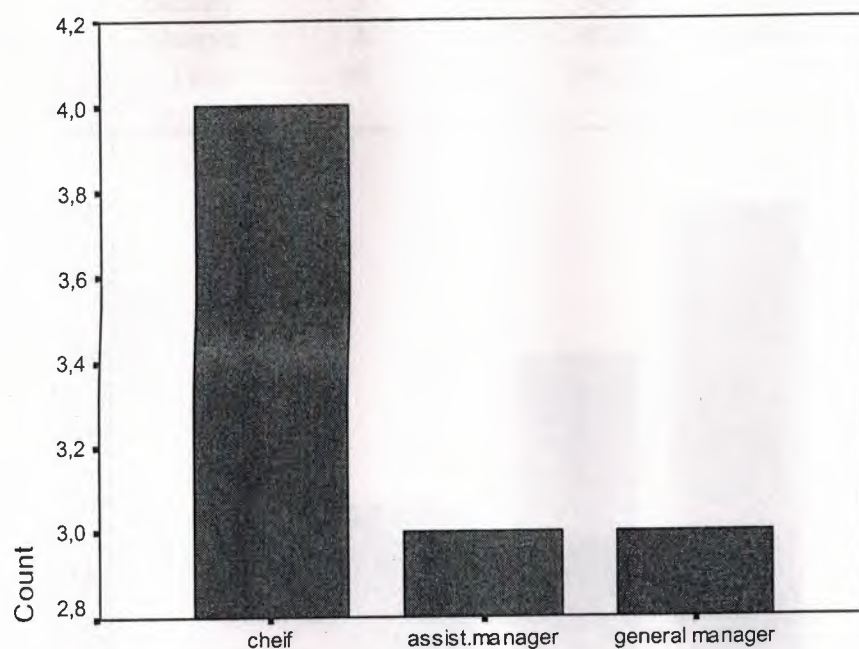
Statistics

Statue

N	Valid	10
	Missing	0

Statue

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	chief	4	40,0	40,0	40,0
	Assist. manager	3	30,0	30,0	70,0
	general manager	3	30,0	30,0	100,0
	Total	10	100,0	100,0	



statu

As it can be seen from the above graphic the survey was directed to the chief, assistant managers and the general managers in order to determine the style of the leaders towards their employees. Chief gave the biggest response by answering 4 questionnaires which meant 40%, the least sensitive were the general managers and assistant manager since only 3, and just 30% completed the questionnaire at the public banks of TRNC.

Q.1) I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions?

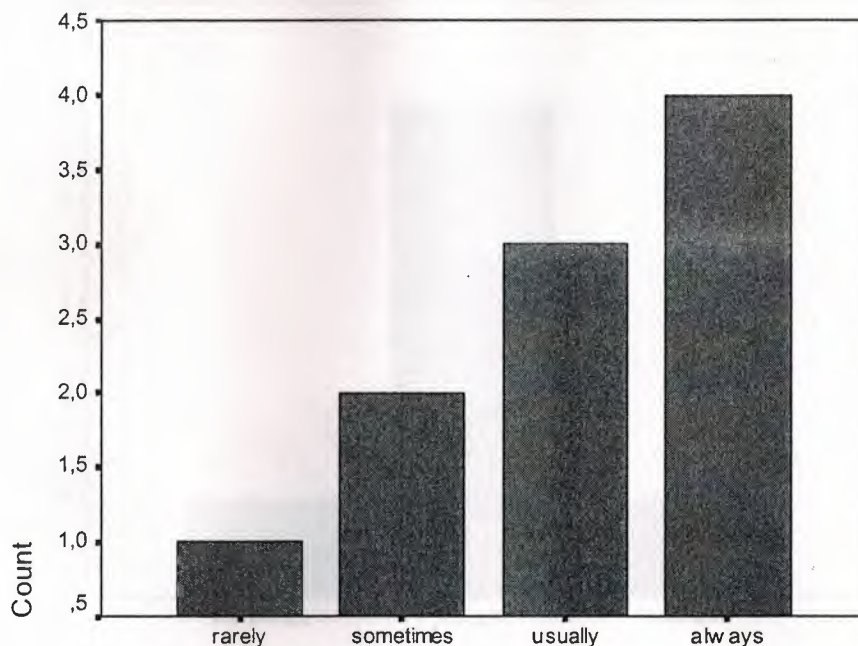
Statistics

I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.

N Valid 10
Missing 0

I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	rarely	1	10,0	10,0	10,0
	sometime	2	20,0	20,0	30,0
	s				
	usually	3	30,0	30,0	60,0
	always	4	40,0	40,0	100,0
	Total	10	100,0	100,0	



I encourages my team to participate when it comes decision mak

As it can be seen from the above graphic the response of the leaders to the statement “I encourage the employees to participate in the decision making process and value their decision and implement them” was 40% and 4 respondent always, 20% and 2 leaders sometimes, and 10% 1 leader had said rarely at the public banks of TRNC. We can say then that the leaders at the public banks of TRNC are practicing democratic leadership against their employees

Q.2) nothing is more important than accomplishing a goal or task?

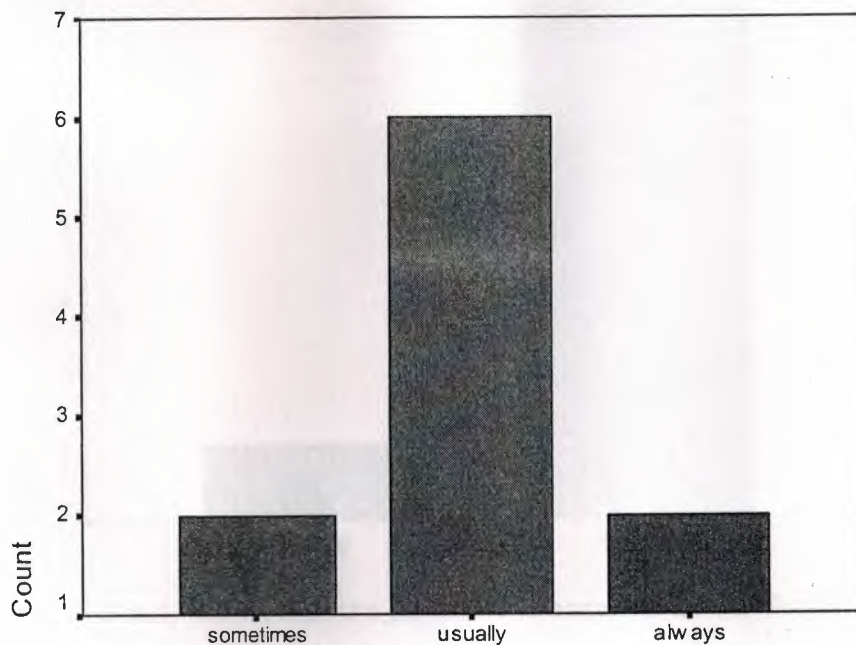
Statistics

Nothing is more important than accomplishing a goal or task.

N	Valid	10
	Missing	0

Nothing is more important than accomplishing a goal or task.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sometimes	2	20,0	20,0	20,0
usually	6	60,0	60,0	80,0
always	2	20,0	20,0	100,0
Total	10	100,0	100,0	



Nothing is more important than accomplishing a goal or task.

As it can be seen from the above graphic the response of the leaders to the statement “nothing is more important than succeeding the goal” was 20% and 2 respondent always, 60% and 6 leaders usually, and 10% 1 leader had said rarely at the public banks of TRNC. We can say then that the leaders at the public banks of TRNC are practicing autocratic leadership against their employees.

Q.3) I closely the monitor the schedule to ensure a task or project will be completed in time?

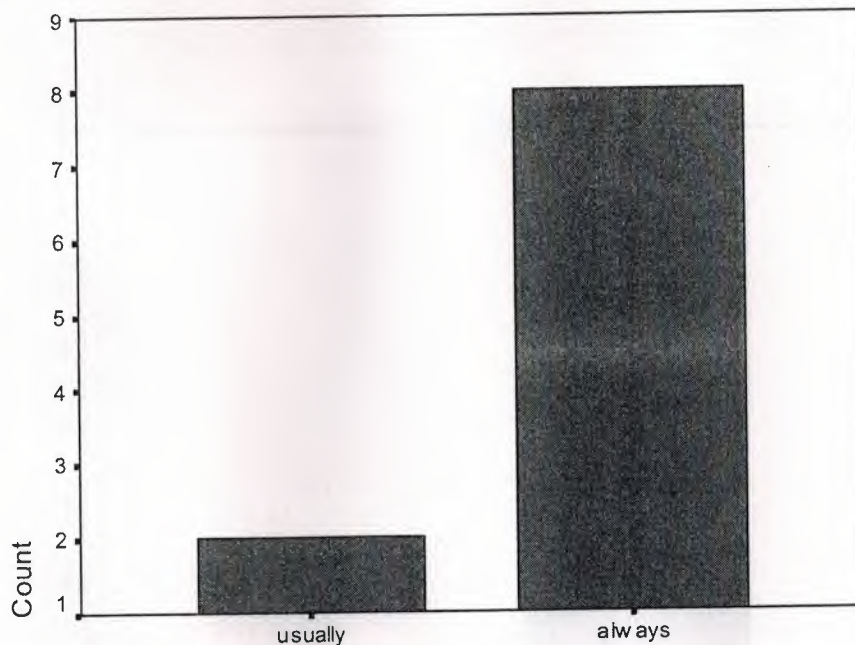
Statistics

I closely the monitor the Schedule to ensure a task or Project will be completed in time.

N	Valid	10
	Missing	0

I closely the monitor the Schedule to ensure a task or Project will be completed in time.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	usually	2	20,0	20,0	20,0
	always	8	80,0	80,0	100,0
	Total	10	100,0	100,0	



I closely the monitor the Schedule to ensure a task or Project will t

As it can be seen from the above graphic the response of the leaders to the statement "I make close watch to make sure that the work is successfully completed" was 80% and 8 respondents always, 20% and 2 leaders had said usually at the public banks of TRNC. We can say then that the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.4) I enjoy coaching people on new task and procedures?

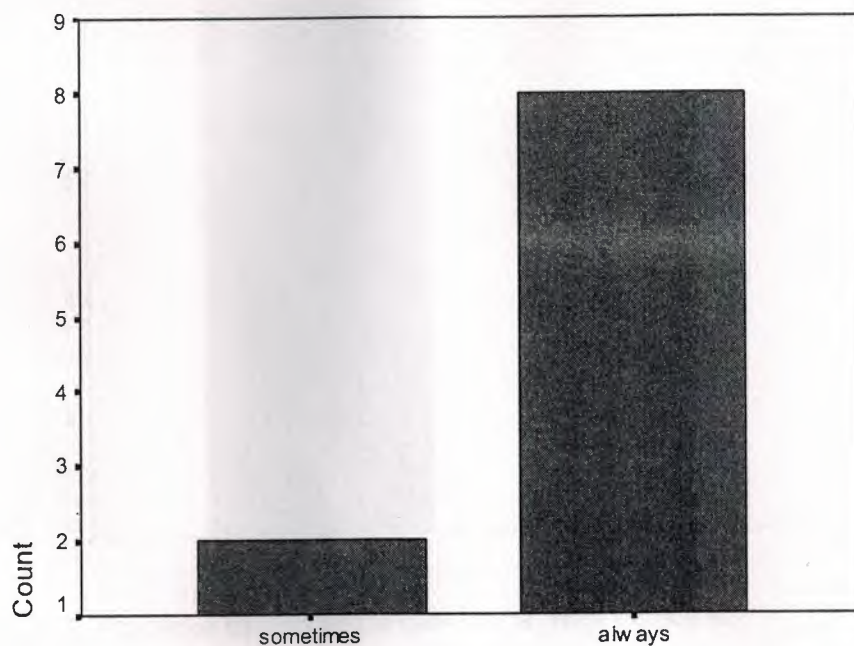
Statistics

I enjoy coaching people on new task and procedures.

N	Valid	10
	Missing	0

I enjoys coaching people on new task and procedures.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sometimes	2	20,0	20,0	20,0
always	8	80,0	80,0	100,0
Total	10	100,0	100,0	



I enjoys coaching people on new task and procedures.

As it can be seen from the above graphic the response of the leaders to the statement “I enjoy to prepare and train my employees to new tasks” was 80% and 8 respondent as always, 20% and 2 leaders had said usually at the public banks of TRNC. We can say then that the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.5) the more challenging task is the more I enjoy it?

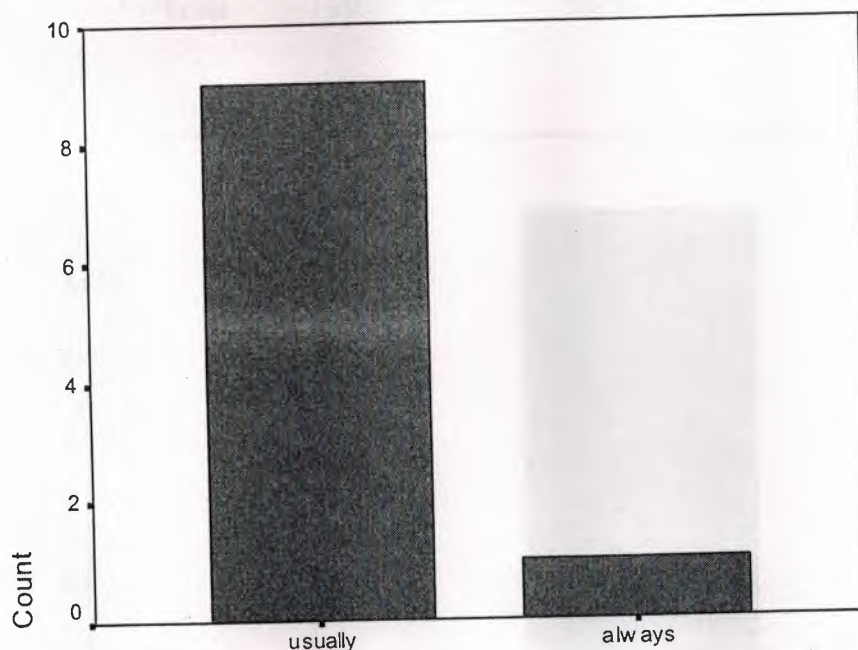
Statistics

The more challenging a task is, the more I enjoy it.

N Valid 10
Missing 0

The more challenging a task is, the more I enjoy it.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	usually	9	90,0	90,0	90,0
	always	1	10,0	10,0	100,0
	Total	10	100,0	100,0	



The more challenging a task is, the more I enjoy it.

As it can be seen from the above graphic the response of the leaders to the statement "problems that come across during work creates motivation", was 10% and 1 respondent always, 90% and 9 leaders had said usually at the public banks of TRNC.

Q.6) I encourage my employees to be creative about their job?

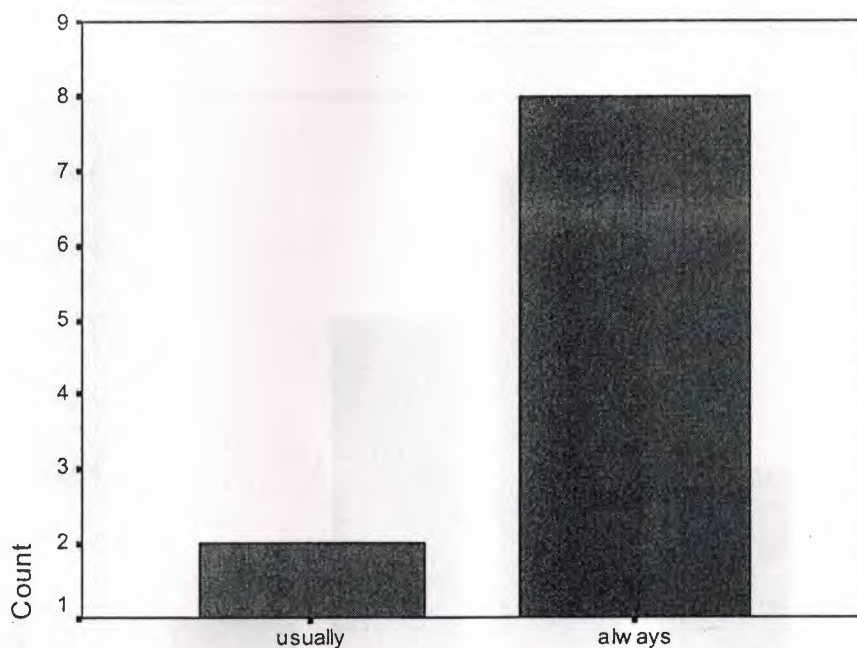
Statistics

I encourage my employees to be creative about their job

N	Valid	10
	Missing	0

I encourage my employees to be creative about their job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	usually	2	20,0	20,0	20,0
	always	8	80,0	80,0	100,0
	Total	10	100,0	100,0	



I encourage my employees to be creative about their job

As it can be seen from the above graphic the response of the leaders to the statement “I encourage my personnel to be creative” was 80% and 8 respondents always, 20% and 2 leaders had said usually at the public banks of TRNC. According to this I think the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.8) I find it easy to carry out several complicated task at the same time?

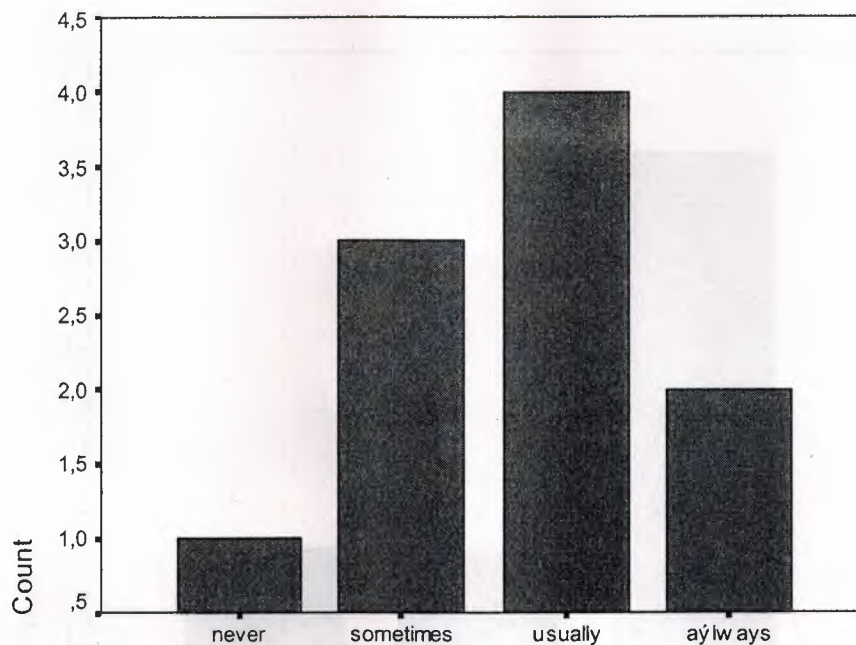
Statistics

I find it easy to carry out several complicated task at the same time.

N	Valid	10
	Missing	0

I find it easy to carry out several complicated task at the same time.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	never	1	10,0	10,0	10,0
	sometime	3	30,0	30,0	40,0
	s				
	usually	4	40,0	40,0	80,0
	ailways	2	20,0	20,0	100,0
	Total	10	100,0	100,0	



I finds it easy to carry out several complicated task at the same t

As it can be seen from the above graphic the response of the leaders to the statement "I like to work on more than one complex issue at the same time" was 20% and 2 respondent always, 40% and 4 leaders had said usually, 30% 3leader rarely, and 10% 1 leader had said never at the public banks of TRNC.

Q.9) I enjoy reading articles, book and journals about training, leadership and psychology and then putting what I have read into action.

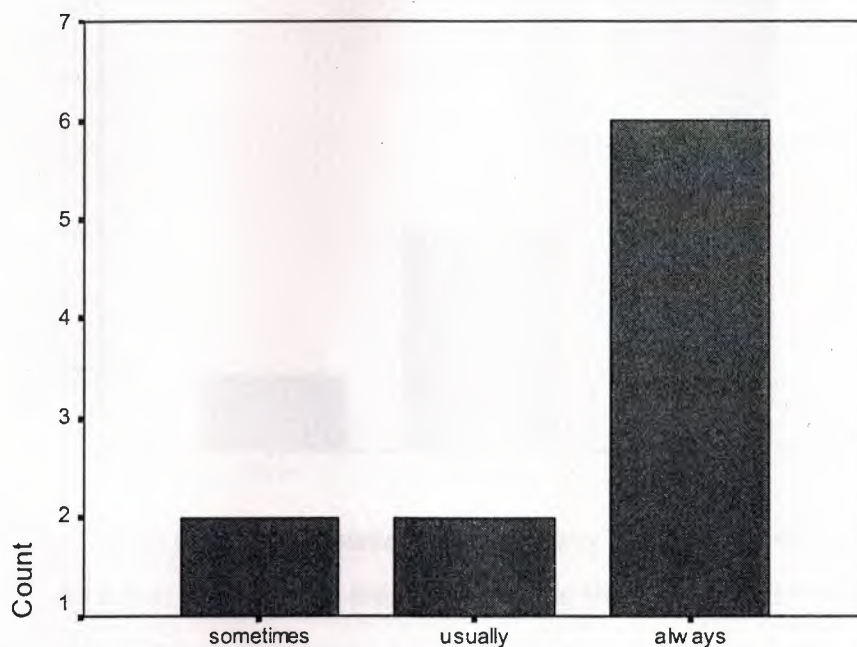
Statistics

I enjoy reading articles, book and journals about training, leadership and psychology; and then putting what I have read into action.

N	Valid	10
	Missing	0

I enjoys reading articles, book and journals about training, leadership and psychology; and then putting what I have read into action.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sometimes	2	20,0	20,0	20,0
usually	2	20,0	20,0	40,0
always	6	60,0	60,0	100,0
Total	10	100,0	100,0	



I enjoys reading articles, book and journals about training, leaders

As it can be seen from the above graphic the response of the leaders to the statement "I enjoy reading books and articles on leadership, training and psychology, and like to put them in practice" was 60% and 6 respondent always, 20% and 2 leaders usually, and 20% 2 leader had said rarely at the public banks of TRNC.

Q.10) when correcting mistakes, I do not worry about jeopardizing relationships?

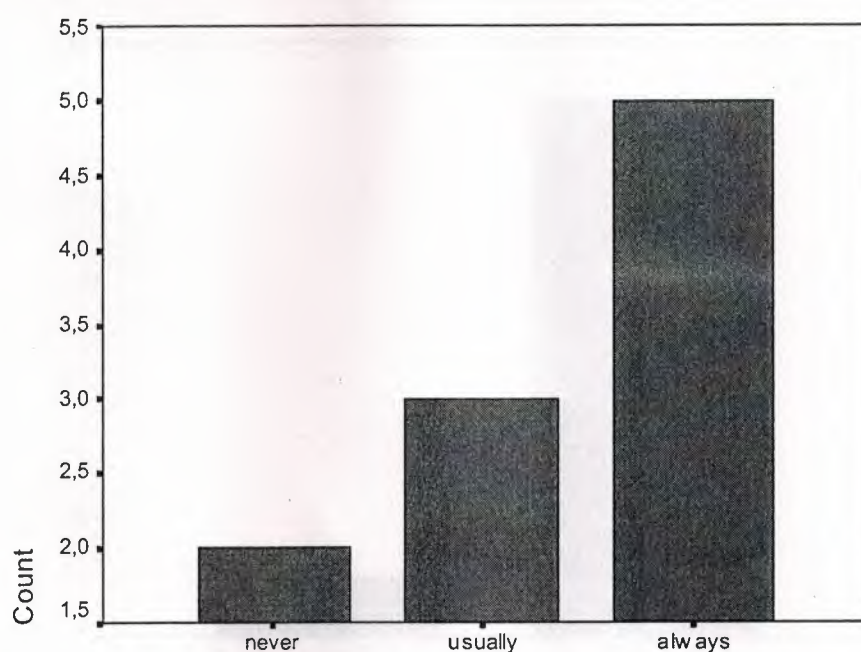
Statistics

When correcting mistakes, I do not worry about jeopardizing relationship.

N	Valid	10
	Missing	0

When correcting mistakes, I do not worry about jeopardizing relationship.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	never	2	20,0	20,0	20,0
	usually	3	30,0	30,0	50,0
	always	5	50,0	50,0	100,0
	Total	10	100,0	100,0	



when correcting mistakes, I do not worry about jeopardizing relat

As it can be seen from the above graphic the response of the leaders to the statement “I do not fear of misunderstanding and harming relations while I am correcting a mistake” was 50% and 5 respondent always, 30% and 3 leaders usually, and 20% 2 leader had said never at the public banks of TRNC.

Q.11) I manage my time very efficiently?

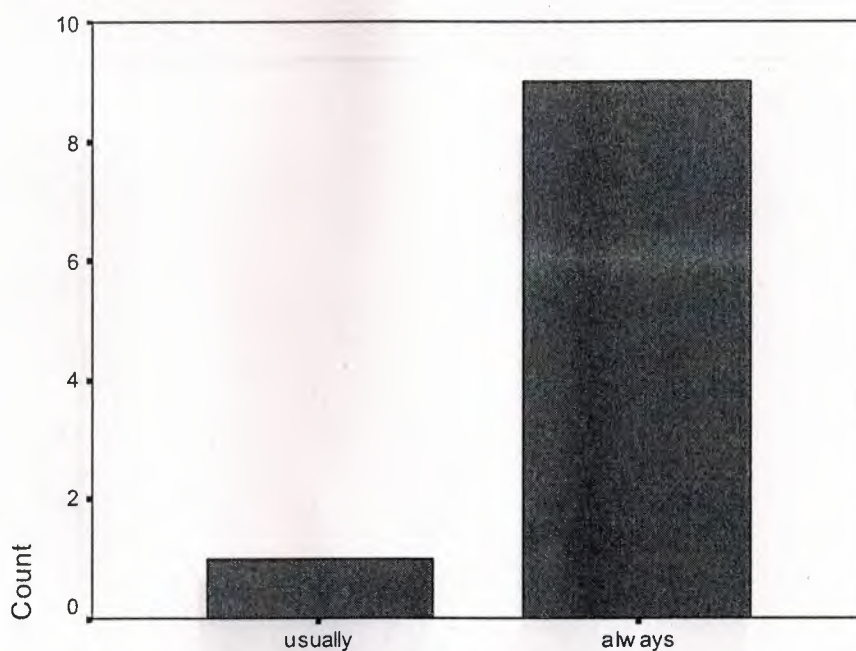
Statistics

I manage my time very efficiently.

N	Valid	10
	Missing	0

I manage my time very efficiently.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	usually	1	10,0	10,0	10,0
	always	9	90,0	90,0	100,0
	Total	10	100,0	100,0	



I manages my time very efficiently.

As it can be seen from the above graphic the response of the leaders to the statement “I use my time efficiently” was 90% and 9 respondents always, 10% and 1 leader had said usually at the public banks of TRNC

Q.12) I enjoys explaining the intricacies and details of a complex task or project to my employees?

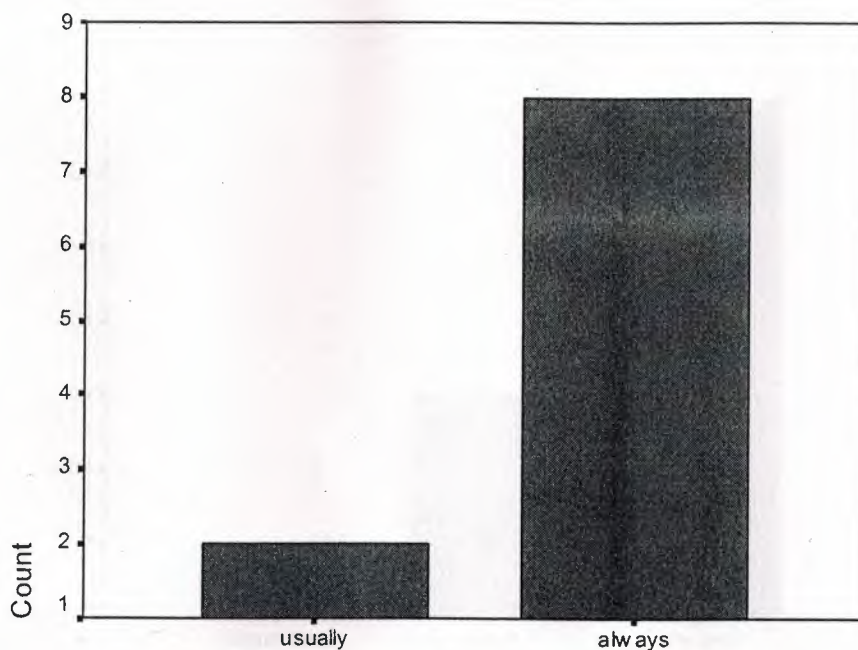
Statistics

I enjoys explaining the intricacies and details of a complex task or project to my employees.

N	Valid	10
	Missing	0

I enjoys explaining the intricacies and details of a complex task or project to my employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
usually	2	20,0	20,0	20,0
always	8	80,0	80,0	100,0
Total	10	100,0	100,0	



I enjoys explaining the intricacies and details of a complex task or

As it can be seen from the above graphic the response of the leaders to the statement “I enjoy helping the employee to solve complex issues” was 80% and 8 respondents always, 20% and 2 leaders had said usually at the public banks of TRNC. According to this graphic I think the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.13) Breaking large projects into small manageable task is second nature to me?

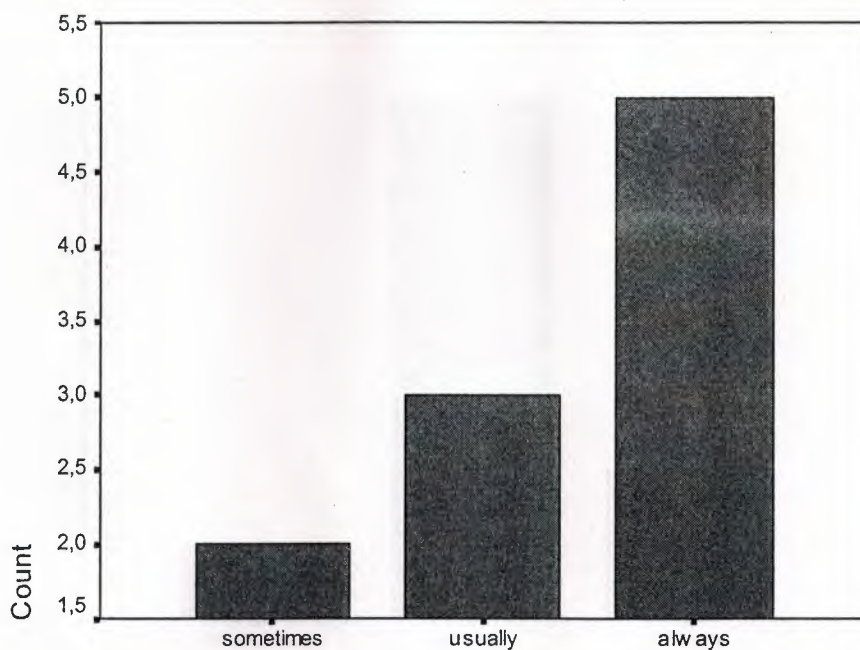
Statistics

Breaking large Projects into small manageable task is second nature to me.

N	Valid	10
	Missing	0

Breaking large Projects into small manageable task is second nature to me.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sometimes	2	20,0	20,0	20,0
usually	3	30,0	30,0	50,0
always	5	50,0	50,0	100,0
Total	10	100,0	100,0	



Breaking large Projects into small manageable task is second nature

As it can be seen from the above graphic the response of the leaders to the statement "I enjoy breaking big tasks into smaller ones" was 50% and 5 respondent always, 30% and 3 leaders generally, and 20% 2 leader had said rarely at the public banks of TRNC.

Q.14) nothing is more important than building a great team?

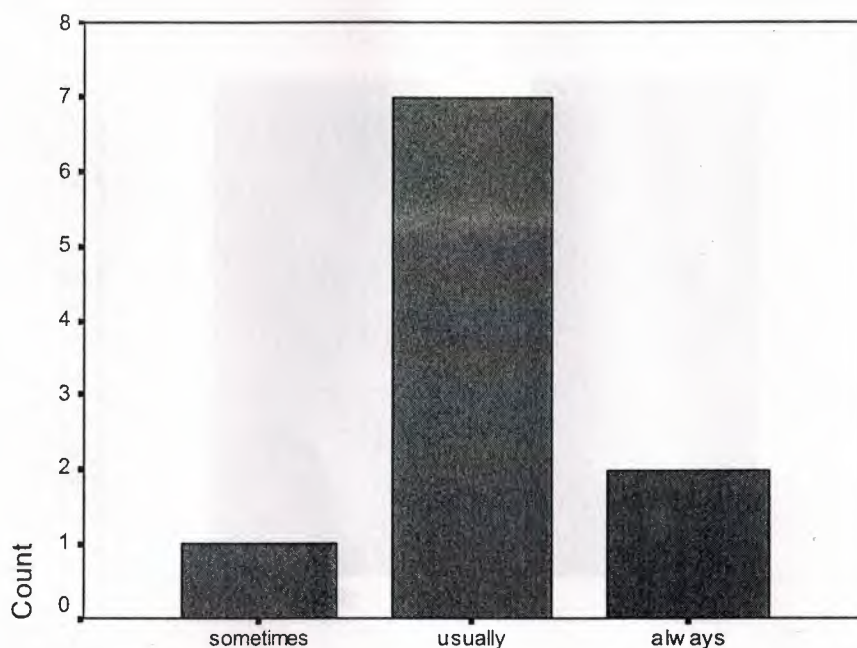
Statistics

Nothing is more important than building a great team.

N	Valid	10
	Missing	0

Nothing is more important than building a great team.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sometimes	1	10,0	10,0	10,0
usually	7	70,0	70,0	80,0
always	2	20,0	20,0	100,0
Total	10	100,0	100,0	



Nothing is more important than building a great team.

As it can be seen from the above graphic the response of the leaders to the statement “nothing is more important than setting up a perfect work team” was 20% and 2 respondent always, 70% and 7 leaders usually, and 10% 1 leader had said rarely at the public banks of TRNC. According to this graphic I think the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.15) I enjoys analyzing problems?

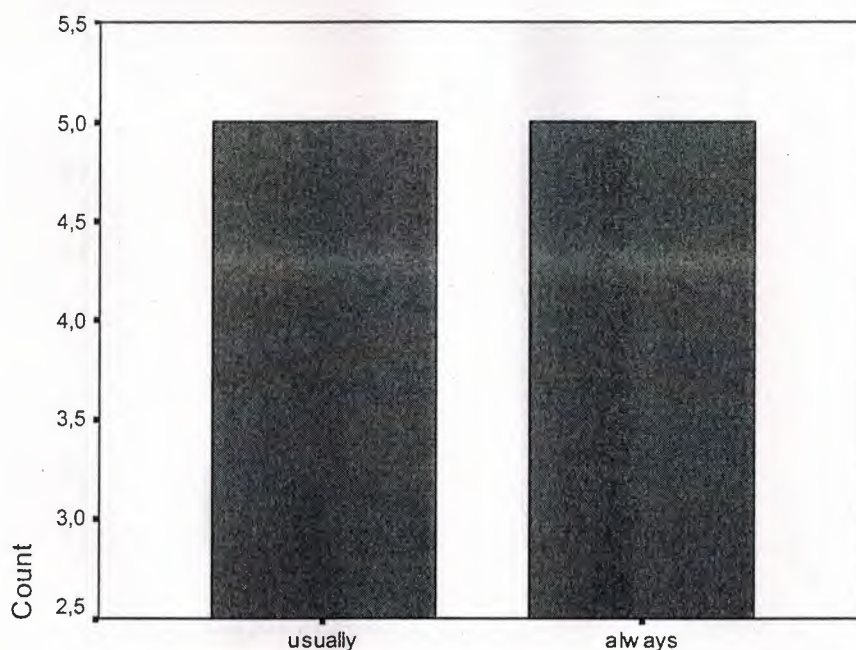
Statistics

I enjoy analyzing problems.

N	Valid	10
	Missing	0

I enjoys analyzing problems.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	usually	5	50,0	50,0	50,0
	always	5	50,0	50,0	100,0
	Total	10	100,0	100,0	



I enjoys analyzing problems.

As it can be seen from the above graphic the response of the leaders to the statement "I like to analyze the problems" was 50% and 5 respondents always, 50% and 5 leaders had said usually at the public banks of TRNC. According to this graphic I think the leaders at the public banks of TRNC are practicing laissez faire leadership against their employees.

Q.16) I honors other people's boundaries?

Statistics

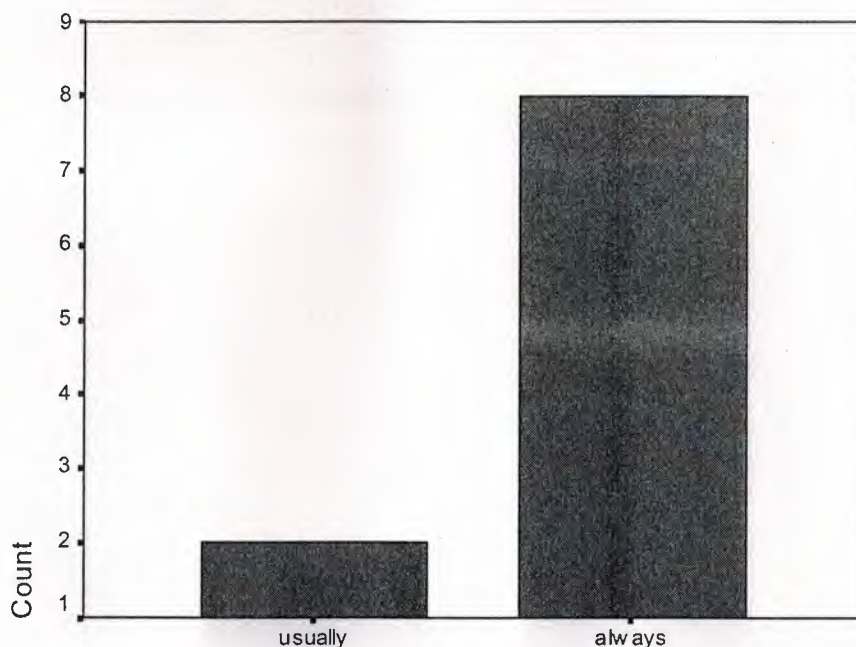
I honor other people's boundaries.

N	Valid	10
	Missing	0



I honor other people's boundaries.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Usually	2	20,0	20,0	20,0
	Always	8	80,0	80,0	100,0
	Total	10	100,0	100,0	



I honours other people's boundaries.

As it can be seen from the above graphic the response of the leaders to the statement "I respect the limitations of the other people" was 80% and 8 respondents always, 20% and 2 leaders had said usually at the public banks of TRNC. According to this graphic I think the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.17) Counseling my employees to improve their performance or behavior is second nature to me?

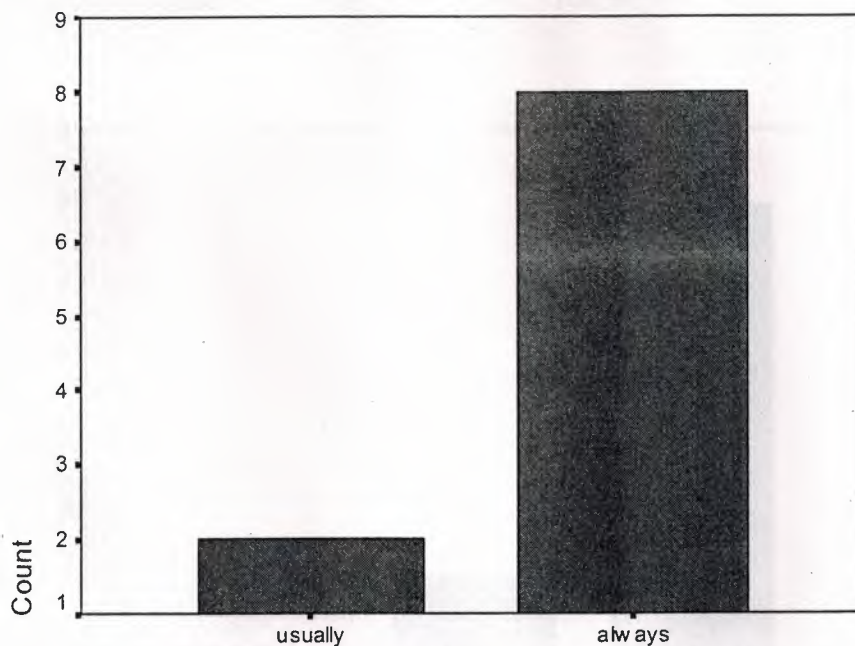
Statistics

Counseling my employees to improve their performance or behavior is second nature to me.

N	Valid	10
	Missing	0

Counseling my employees to improve their performance or behavior is second nature to me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	usually	2	20,0	20,0	20,0
	always	8	80,0	80,0	100,0
	Total	10	100,0	100,0	



Counseling my employees to improve their performance or behavior

As it can be seen from the above graphic the response of the leaders to the statement “I recommend employees to develop themselves and increase productivity” was 80% and 8 respondents always, 20% and 2 leaders had said usually at the public banks of TRNC. According to this graphic I think the leaders at the public banks of TRNC are practicing democratic leadership against their employees.

Q.18) I enjoy reading articles, books and trade journals about my profession and then implementing the new procedures I have learned?

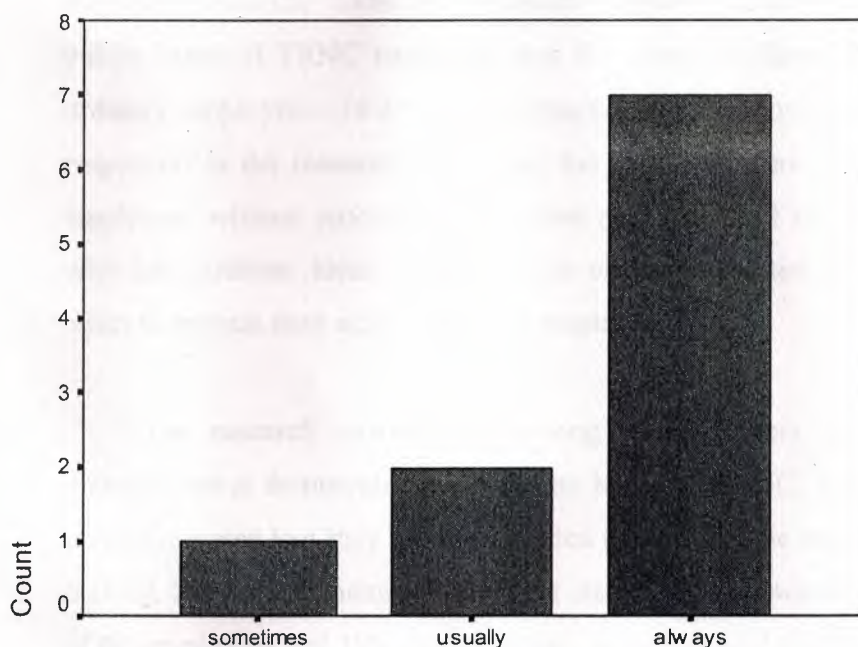
Statistics

I enjoy reading articles, books and trade journals about my profession and then implementing the new procedures I have learned.

N	Valid	10
	Missing	0

I enjoy reading articles, books and trade journals about my profession and then implementing the new procedures I have learned.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sometimes	1	10,0	10,0	10,0
usually	2	20,0	20,0	30,0
always	7	70,0	70,0	100,0
Total	10	100,0	100,0	



I enjoys reading articles, books and trade journals about my profe

As it can be seen from the above graphic the response of leaders to the statement "I enjoy reading articles, books and trade journals about my profession and then implementing, the new procedures I have learned was %10 and 1 respondent sometimes, %20 and 2 leaders usually and %70 and 7 leaders had said always at the public banks of TRNC.

4. CONCLUSION

Leaders emerge from the groups and the leaders help and organize the group to achieve a certain tasks. Leaders have different characteristics than the ordinary group members. They usually have better skills, knowledge and creativity. As a result of this, personal characteristic of a leader and his or her skills are effective factors inside organization status's identifies and type of leadership styles identifies.

As a result of this project, the employees of the public banks in TRNC are a big part manages by the democratic leadership style.

As a result of this marketing research study %74.2 of employees of the public bank in TRNC, the managers listened to the different ideas even if it was contrary to their ideas. The managers did not outstand at the forefront and again at the same ratio they did not use the "I and me" statement frequently. 61.3% of the respondents at the public banks of TRNC expressed that the managers shared their thoughts with the ordinary employees. 74.2% of the employees at the public banks of TRNC who responded to the research stated that the managers were prepared to talk with the employees without enforcing their ideas and they used no threat to the employees who had different ideas. 51.8% of the employees stated that the managers didn't reject to explain their activities to the employees.

The research carried out among the managers also indicates that the management is democratic at the public banks of TRNC. For example, 70% of the managers stated that they always included the ideas of the employees at their decision making. 20% of the managers however stated that they sometimes included the ideas of the employees and 10% said that they rarely included the ideas of the employees at the decision making.

At other questions ask to leader, 80% of the managers stated that they always encouraged the employees to be creative and extend their ideas. Only %20 managers

had said usually. At again another question was whether the managers enjoyed preparing new tasks and procedures. 80% of leaders stated that they always did, and only %20 of leaders had said sometime. The managers were asked whether they agreed with the statement "nothing is more important than establishing a perfect work team." 90% of the leaders had said always and usually and 10% of leaders had said rarely. Another questions, 80% of the leaders said always because they enjoyed helping the employees to understand complex issues and only %20 of leaders had said usually.

As a result it can be concluded that the public banks in TRNC such as the Akdeniz Garanti Bank Ltd, K.T.Koop Central Bank, and Vakıflar Central bank are managed by the democratic leadership style.

By democratic leadership the leaders aim to include the employees in the decision making process, encourage team work, minimize the tensions and stress between the employees, and avoid any resistance. Such managers delegate responsibilities to the group members.

Democratic leadership can also create some problems. For example, due to participation of many numbers of people the decision making process takes long time. This style of leadership is not adequate when decisions need to be taken quickly. Autocratic leadership is more appropriate in the speedy decision making situations.

APPENDIX

LEADERSHIP QUESTIONNAIRE

Below is a list of statements about leadership behaviour. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

Leader's

Status : _____

Bank Name: _____

Date : _____

Never rarely sometimes usually always

0-1 2 3 4 5

1. _____ I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
4. _____ I enjoy coaching people on new task and procedures.
5. _____ The more a challenging a task is ,the more I enjoy it .
6. _____ I encourage my employees to be creative about their job.
7. _____ I find it easy to carry out several complicated tasks at the same time.
8. _____ I enjoy reading articles, books and journals about training, leadership and psychology;and then putting what I have read into action.
9. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
10. _____ I manage my time very efficiently.
11. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
12. _____ Breaking large projects into small manageable task is second nature to me.
13. _____ Nothing is more important tahn building a great team.
14. _____ I enjoy analyzing problem.
15. _____ I honour other people's boundaries.

16. _____ Counseling my employees to improve their performance or behaviour is second nature to me.

17. _____ I enjoy reading articles, books and trade journals about my profession; and then implementing the new procedures I have learned.

BEHAVIOUR QUESTIONNAIRE FOR BOSSES

Below is a list of statement describing different action, behaviours or styles. You are to use these to describe your perception of how your boss interacts in real life. To complete this check list, read each item , one at a time. If you feel that the item is descriptive of the way your boss acts in interactions with you, then put (*) immediately to the left to that item. If you feel the item is not descriptive of the way your boss acts in interaction with you, then leaves that sentence blank. Generally, your first reaction is best, so read items quickly.

Employees

Status : _____

Bank Name: _____

Date : _____

1. _____ listens only to views that agree with his/hers.
2. _____ permits us to use our own judgement in solving problems.
3. _____ lets us do our work the way we think best.
4. _____ frequently says I and me
5. _____ monopolizes discussion.
6. _____ follows standart rules and regulations
7. _____ shares his or her ideas.
8. _____ refuses to explain his or her actions.
9. _____ Talks more than listens.
10. _____ decides what should be done and how it should be done.
11. _____ argues and threatens.
12. _____ tolerates and postponements and uncertainty.
13. _____ is collaborative.
14. _____ permits us to set our own paces.
15. _____ trust us to exercise good judgement.
16. _____ is reluctant to allow us any freedom of action.
17. _____ gives credit and praise where it is due.
18. _____ is easily influenced

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