Exploring Leader Prototypes in Private and Public Institutions: A Study in the Banking Sector

Turgut Emre Akyazı
School of Foreign Languages
Aksaray University
Aksaray, Türkiye

Abstract:- This study was carried out in order to find out the leader prototypes of private and public bank employees and reveal possible similarities between the prototypical qualities and current manager characteristics. Research data was collected from 208 participants working as branch managers, assistant managers, assistant directors, portfolio managers, customer relations officers and teller clerks in a total of 20 bank branches, 7 public and 13 private in Aksaray province, Türkiye. Study results demonstrated that the top prototypical qualities that the participants seek in a leader were justice, fairness, knowledge and strong character. It was also found that the average score of private bank employees in the overall leader prototype scale and in the skill sub-dimension was higher than that of public bank employees. Lastly, the study findings showed that the current managers of both private and public bank employees scored lower for all prototypical qualities. On the other hand, the top qualities of current managers were found out as generosity, compassion and respectability. Based on the study findings, recommendations were developed concerning how to approach the leader prototypes and utilize prototypical qualities for effective leadership in the organizational environment.

Keywords:- Leader Prototypes, Prototypical Qualities, Implicit Leadership.

I. INTRODUCTION

The success of an organization depends on the basic and complex role that leadership plays. Effective leadership promotes growth, encourages innovation, and ensures that organizational objectives are met. However, the dynamics of leadership are intricate and multifaceted, and people's perceptions of leadership are frequently shaped by the models they have in their minds regarding the perfect leader. In the context of public and private banks, this paper explores the leader prototypes from the perspective of implicit leadership theories. Understanding the subtleties of leadership in this industry is crucial given the continuing importance of banking institutions to our global economy. Leader prototypes are the mental models that people use to construct and rate leadership abilities. Numerous elements, such as cultural norms, historical settings, individual experiences, and society expectations, influence these prototypes. Leader prototypes have an impact on both how leaders are viewed and how they

hope to behave. Therefore, for leadership development and organizational performance, it is essential to obtain understanding of leader prototypes and their connection to perceived leadership.

This study stands out for its emphasis on public and private banks, two different subsectors of the larger financial economy. Private banks often operate in a competitive market with a profit-driven attitude, in contrast to public banks, which are frequently distinguished by their public ownership and government supervision. Variations in leader prototypes and how leadership is viewed inside these institutions may result from these variances in ownership, objectives, and organizational cultures. As a result, looking at these industries independently can help us grasp the subtleties of leadership in the banking sector better. The study aims to provide important insights about leader prototypes and perceived leadership. In this context, it was conducted to reveal the leader prototype and current manager characteristics in private and public banks operating in the province of Aksaray, Türkiye and to determine the level of similarity between the leader prototype and perception towards current manager characteristics. In the research, it was aimed to determine which prototypical characteristics are of higher importance and which characteristics come closest to meeting expectations of the employees. The sample of the study consists of people working as branch manager, assistant manager, assistant director, portfolio manager, customer relations officer and teller in a total of 20 bank branches, 7 public and 13 private, in Aksaray, Türkiye. In the study, descriptive statistics about the leader prototype and current manager characteristics, comparative analyses of leader prototypes in private and public banks were included, and interpretations were made based on the literature. In conclusion, by studying the connection between leader prototypes and perceived leadership in the context of public and private banks, this research seeks to add to the increasing body of information on leadership. Understanding the dynamics of leadership perception in big financial institutions has consequences for succession planning, leadership development, as well as the general effectiveness and sustainability of these organizations. Additionally, this study is positioned to offer insights on the shifting nature of leadership in the 21st century as the banking and finance industry continues to change.

II. THEORETICAL BACKGROUND

A. Implicit Leadership

The evaluation of leaders by followers is carried out through mental models called "implicit leadership theories", which refer to beliefs and assumptions about the characteristics of effective leaders (Eden and Leviatan, 1975; Epitropaki and Martin, 2004). People create a model of the leader in their minds and identify the leader from the moment they meet them. When asked for their opinion, they can easily express what kind of person the leader should be and what kind of behaviour s/he should exhibit (Johnson, 2007; Tabak, Kızıloğlu and Türköz, 2013). Being an effective leader depends not only on the leader's own behaviour but also on the information processing capacity of the followers. Whether or not a person is considered a leader in a given situation is determined by followers' mind sets, which consist of assumptions, beliefs, and expectations regarding the causes, consequences, and nature of leadership. These thought structures are called implicit leadership theory (Felfe and Petersen, 2007). Implicit leadership can simply be defined as "personal assumptions about the features that characterize or qualify an ideal leader" (Epitropaki and Martin, 2004).

According to one of the basic propositions of implicit leadership theory, when evaluating leaders, subordinates make cognitive comparisons between the leadership they expect from the other person and the leadership they perceive in the current situation. Expected leadership refers to the expectation that a leader is likely to exhibit a certain behaviour, while perceived leadership refers to the leadership style demonstrated by the leader and observed by subordinates. This comparison process produces two results, positive or negative. If the leader has the characteristics to meet the expectations of the subordinates, it has positive results, and if the leader does not meet the expectations of the subordinates, it has negative results (Stock and Özbek-Potthoff, 2014). Similarly, Alipour et al. (2017) note that according to the leadership categorization theory (Lord, Foti and De Vader, 1984), followers have a mental image of the ideal leader. Better matches are linked to more positive opinions of the leader (Lord and Maher, 1991; Lord et al., 1984), since followers evaluate their match by implicitly comparing actual leaders to this prototype. It is proposed that the degree of perceived similarity between the leader's actual traits and those regarded to constitute the leader prototype determines the power accorded to the leader. For instance, some followers see a leader's stereotypical trait of "strength" as a defining quality (Offerman et al., 1994). They consider someone who assertively presents their viewpoint, makes decisions, and does not waver to be a leader. When individuals see someone exhibiting the quality of strength, they are more likely to see them as an effective leader who is similar to them and to give them leadership by adhering to them (Johnson et al., 2008). Similar to this, persons who believe that strength characterizes leadership would be more likely to exhibit strength in their behaviours and interpersonal relationships when striving to exercise leadership. If they don't, they will view themselves as lacking the qualities of a leader and be less driven to take on leadership responsibilities (Guillén et al., 2015).

B. Leader Prototype

Categorization theory forms the basis of the leader prototype notion (Rosch, 1978). According to categorization theory, individuals subcategorize events, things, and people in the complicated world to help them become more intuitively intelligible. This classification procedure puts the idea of a "prototype" (ideal model) in the spotlight. The prototype of a category, or the ideal example that most accurately depicts that category among the persons or items contained in that category, is what people think of when they place a person or something in a certain category in their minds. An ideal example is a hypothetical model that is believed to include all the characteristics shared by the category in question. The individual compares the events and persons he sees to this hypothetical model while categorizing them, and then classifies them in accordance with how similar they are to the model (Nye and Forsyth, 1991).

According to findings from earlier studies, people can tell leaders from non-leaders by their characteristics. These characteristics—or prototypes—reside in human long-term memory and are made up of a substantial and intricate belief system, which even makes it easier to differentiate the characteristics that set leaders apart from followers. These trait-based, multidimensional, broadly shared leader prototypes and anti-prototypes are knowledge or memory structures that are created very early in life (Densten and Borrowman, 2017). The idea of leader prototype determines whether or not others will accept the person in front of them as a leader. One short definition of the term leader prototype is "the sum of the characteristics that are thought to best reflect or represent an ideal leader". Another definition of leader prototype by Lord et al. (1982) is "an abstract depiction of an ideal leader or the characteristics most identified with an ideal leader". Followers develop a leader prototype through social interactions and past experiences with leaders, and they benefit from this prototype for information processing purposes such as recognizing and understanding the leader and reacting to leader behaviours. Studies have found that people classify the persons they encounter using this idea as a sort of abstract notion of reference (Eden and Leviatan, 1975; Lord et al., 1984; Epitropaki and Martin, 2004; Yukl, 2010). The approval of a person as a leader, according to implicit leadership theory, depends on how closely their personal traits align with those of the model of the ideal leader.

Everyone has thoughts about the type of personality the ideal leader should possess. These concepts collectively make up the person's mental picture of a leader, and by contrasting the individual in front of him with this model, he determines whether or not he qualifies as a leader. This ideal leader may be modelled after the high school team coach, the person's mother or father, or possibly a buddy they are particularly inspired by (Tabak et al., 2010). On the other hand, Bray et al. (2014) approach the problem from the viewpoint of self-perception and assert that individuals reflect their own personal characteristics on other people and social events in the course of understanding and categorizing the outside world. In other words, they use their own characteristics as a point of comparison when assessing people and events. They contend that while evaluating a person in front of them,

people tend to see that person more favourably if they share some of their traits. In their study, McElwee et al. (2001) asked two distinct participant groups—those with dominant goal-oriented and person-oriented characteristics—to rate the qualities of a leader. As a result of the study, participants who exhibited a dominant goal-oriented characteristic characterized leadership as a goal-oriented notion, while individuals who exhibited a dominant person-oriented trait did the opposite. These findings demonstrated that people's perceptions of the perfect leader mirror their own individual traits (Bray et al., 2014). Likewise, MacDonald et al. (2008) noted that the impression of one's self-identity has an impact on the leader prototype, in their study on the connection between implicit leadership and self-identity.

III. METHODOLOGY

In this study, a quantitative research method was adopted due to factors such as sample size and time constraints, and the relational screening method was used in order to reveal the leader prototypes of individuals working in the banking sector. Research data was collected through survey forms and the scanning design method was used among the descriptive methods. The data of the research were collected by distributing the survey forms to the participants face to face.

A. Purpose and Significance of the Study

The issue of how the leader is perceived by the followers has received increasing attention in research on leadership in recent years. It is reported that leaders who are evaluated positively by followers have a higher amount of power and thus lead their subordinates more easily. Therefore, it has been stated that followers' perceptions of the leader are very important (Lord and Maher, 1991; Winkler, 2010; Yukl, 2010). Based on this growing emphasis on the followers' perceptions towards the leader, this study aims to reveal the leader prototypes and current manager characteristics in private and public banks operating in Aksaray and to determine the level of match between the leader prototypes and current manager traits. In the study, it was intended to determine which prototypical characteristics are of higher importance and which characteristics come closest to meeting the employees' expectations. For this purpose, the leader prototypes of the participants were revealed and analyses were made about what kind of manager the employees dream of how the employees perceive their current managers.

B. Population and Sample

The population of the research comprises of private and public banks operating in Aksaray province, Türkiye. The research sample consists of people working as branch managers, assistant managers, assistant directors, portfolio managers, customer relations officers and teller clerks in a total of 20 bank branches, 7 public and 13 private. The relational screening method was adopted in the research and the participants were reached with a simple random method in sample selection. A total of 550 surveys were distributed within the scope of the research and 286 surveys were returned. The incompletely filled and insufficient survey forms were excluded and a total of 208 survey forms were evaluated. According to the frequency analysis, 53.4% of the

participants are male and 89.4% have undergraduate and graduate education. 60.1% (125 people) of the participants work in private banks, and 39.9% (83 people) work in public banks.

C. Data Collection Tools

In the study, a survey form containing scale items regarding leader prototypes was created in order to reveal the participants' leader prototypes and the characteristics of their current managers. The survey form in question consists of 2 parts. The first section includes questions to determine demographic variables such as the participants' age, gender, marital status, education level and years of experience in the company. In the second part, there is the "Implicit Leadership Scale" developed by Tabak et al. (2013) which consists of 27 items. This scale is intended to find out the leader prototypes of the participants. In this scale, 27 characteristics found in a leader, such as "reliable", "experienced" and "authoritarian", are listed one under the other. The items in this section were prepared in Likert-type scale format. In the form, "To what extent do the qualities listed under the title of "Leader Characteristics" define an ideal leader in your opinion?" Participants are expected to mark the adjectives given in response to the question between 1 and 5. Answer options include "very low", "low", "medium", "high" and "very high". In the same section, the same scale items were asked to be marked for the current manager in order to determine the characteristics of the current manager perceived by the participants and to compare them with the leader prototypes.

D. Data Analysis and Findings

In the analysis of the data, validity and reliability analysis, frequency analysis, descriptive analyses of the leader prototype and current manager characteristics, t-test and Mann-Whitney U tests showing the differentiation of variables according to demographic characteristics were tested with SPSS 22.0 software. In the study, the compatibility scores between the leader prototype and the current manager characteristics were also calculated by the arithmetic difference method.

➢ *Validity and Reliability*

Exploratory factor analysis was conducted to test the structural validity of the leader prototype variable, which is one of the measurement tools used in the research. First, KMO and Bartlett tests were applied. It was observed that the KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) value of the leader prototype scale was 0.901 and the KMO value of the current manager scale was 0.963. The fact that these values are close to 1 indicates that the sample is quite sufficient for factor analysis. Then factor analysis was performed. As a result of the factor analysis, it was seen that the leader prototype scale exhibited a 3-factor structure. Among the 27 items in the scale, items 2, 3, 15, 24 and 27, which did not meet the minimum value of 0.40, were removed from the scale. The total variance explained by the 3-factor leader prototype scale was calculated as 52.01%. Current manager characteristics also exhibited a 3-factor structure and the total variance explained was 74.84%. Three sub-dimensions were identified in the leader prototype scale: "reliability", "skillfulness and transformability" and

"sensitivity". Later, as a result of normal distribution tests, it was found that skewness and kurtosis values were between -0.917 and +0.117 for the leader prototype and between -1.058 and 1.160 for the current manager. Since the skewness and kurtosis values are between +1.96 and -1.96, it can be said that the data is normally distributed (Corder and Foreman, 2009). In this case, it was determined that the research data was normally distributed. Reliability, on the other hand, is defined as the degree to which measurement results accurately depict the concept to be measured and the measurement tool gives similar results in different places, at different times and in different samples (Gürbüz and Şahin, 2015). Cronbach's

Alpha value of the leader prototype scale was calculated as 0.929 and the Alpha value of the current manager scale was calculated as 0.979. According to these coefficients, it can be said that the scales used in the research are very reliable measurement tools.

➤ *Descriptive Statistics*

Before the analysis, descriptive statistics regarding the variables were presented in order to calculate and interpret the data in a healthy way. The frequency values of the items belonging to the leader prototype are shown in Table 1.

Table 1: Descriptive Statistics of Leader Prototypes					
Item	N	Min.	Max.	$\bar{x}$	S.S
Fair	208	1	5	4,70	,538
Just	208	1	5	4,72	,581
Honest	208	1	5	4,63	,593
Respectable	208	1	5	4,61	,635
Humane	208	1	5	4,58	,639
True to word	208	1	5	4,62	,671
Assuring	208	1	5	4,62	,664
Strong character	208	1	5	4,66	,601
Fast and accurate decision-maker	208	1	5	4,56	,664
Problem solver	208	1	5	4,55	,672
High organizational skills	208	1	5	4,57	,670
Takes initiative	208	1	5	4,52	,666
Eloquence	208	1	5	4,54	,687
Persuasive	208	1	5	4,63	,582
Educational skills	208	1	5	4,53	,666
Farsighted	208	1	5	4,62	,619
Self-confident	208	1	5	4,64	,590
Sincere	208	1	5	4,49	,768
Merciful, affectionate	208	1	5	4,37	,846
Generous	208	1	5	4,27	,950
Experienced	208	1	5	4,63	,599
Knowledgeable	208	1	5	4,71	,532
N (Valid)	208				

In Table 1, the participants were asked "To what extent do the qualities listed under the title of Leader Characteristics define an ideal leader in your opinion?" The average of the scores given to the question are given in the table (1 = very low and 5 = very high). According to the table, the highest scores were given to the items "just" ($\bar{x}$= 4.72), "knowledgeable" ($\bar{x}$= 4.71), "fair" ($\bar{x}$= 4.70) and "strong character" ($\bar{x}$= 4.66). Three of these four items (1,4,10) are included in the reliability sub-dimension of the leader prototype. Therefore, it can be said that the qualities that the participants look for most in a leader are justice, knowledge and solid character. Descriptive statistics of the current manager qualities, which is the other variable of the research, are presented in Table 2.

Table 2: Descriptive Statistics of Current Managers

Item	N	x̄ (LP)	x̄ (MY)	Difference
Fair	208	4,70	3,03	1,67
Just	208	4,72	3,00	1,72
Honest	208	4,63	3,14	1,49
Respectable	208	4,61	3,17	1,44
Humane	208	4,58	3,04	1,54
True to word	208	4,62	3,03	1,59
Assuring	208	4,62	2,94	1,68
Strong character	208	4,66	3,10	1,56
Fast and accurate decision-maker	208	4,56	2,97	1,59
Problem solver	208	4,55	2,99	1,56
High organizational skills	208	4,57	2,95	1,62
Takes initiative	208	4,52	2,94	1,58
Eloquence	208	4,54	2,85	1,69
Persuasive	208	4,63	2,84	1,79
Educational skills	208	4,53	2,81	1,72
Farsighted	208	4,62	2,88	1,74
Self-confident	208	4,64	3,08	1,56
Sincere	208	4,49	2,97	1,52
Merciful, affectionate	208	4,37	2,97	1,40
Generous	208	4,27	2,89	1,38
Experienced	208	4,63	3,16	1,47
Knowledgeable	208	4,71	3,21	1,50
N (Valid)	208			

According to the table, it is seen that the participants gave their current managers an average score between x̄= 2.81 (educational skills) as the lowest and x̄= 3.21 (knowledgeable) as the highest. Among the other features with the highest averages, the features "respectable" (x̄= 3.17) and "experienced" (x̄= 3.16) are listed. It is seen that the lowest averages belong to the characteristics of "persuasive" (x̄= 2.84) and "eloquence" (x̄= 2.85), apart from educational skills. As another descriptive statistic in the study, the average values of the items regarding the leader prototype and current manager qualifications were compared. Item mean difference statistics are presented in Table 3.

Table 3: Mean Differences of Leader Prototype and Current Manager Scales

Item	N	Min.	Max.	x̄	S.S
Fair	208	1	5	3,03	1,208
Just	208	1	5	3,00	1,161
Honest	208	1	5	3,14	1,090
Respectable	208	1	5	3,17	1,118
Humane	208	1	5	3,04	1,158
True to word	208	1	5	3,03	1,175
Assuring	208	1	5	2,94	1,193
Strong character	208	1	5	3,10	1,154
Fast and accurate decision-maker	208	1	5	2,97	1,162
Problem solver	208	1	5	2,99	1,162
High organizational skills	208	1	5	2,95	1,145
Takes initiative	208	1	5	2,94	1,129
Eloquence	208	1	5	2,85	1,185
Persuasive	208	1	5	2,84	1,175
Educational skills	208	1	5	2,81	1,201
Farsighted	208	1	5	2,88	1,197
Self-confident	208	1	5	3,08	1,152
Sincere	208	1	5	2,97	1,229
Merciful, affectionate	208	1	5	2,97	1,194
Generous	208	1	5	2,89	1,206
Experienced	208	1	5	3,16	1,134
Knowledgeable	208	1	5	3,21	1,120
N (Valid)	208				

Table 3 reveals the level of harmony between the participants' ideal leader profile and the profile they observe in their current managers. According to the table, the features with the highest difference between the expected and obtained profile, in other words, the features with the lowest compliance, are listed as "persuasive" (difx̄ = 1.79) and "just" (difx̄ = 1.72). The characteristics with the lowest difference and therefore the highest harmony are listed as "generous" (diffx̄ = 1.38), "merciful, affectionate (diffx̄ = 1.40) and "respectable" (diffx̄ = 1.44). When the differences between the average values in the table are evaluated, it is revealed that the current managers are below expectations for all items. It is seen that the scores given to the current manager in all 22 items in the scale are below the scores given to the leader prototype. The average of the difference values seen in the table for each of the 22 items was calculated as 1.58. When evaluated out of 5 points, it can be said that a difference of 1.58 points is an important result. These results can be interpreted as the participants not being able to see their idealized leader characteristics in their current managers at the level they desired. However, when evaluated comparatively, it is seen that the difference between what is expected and what is achieved is large in some items, and small in other items. At this point, what is really desired is to meet the characteristics that have the highest importance in the eyes of the subordinates with the highest possible level of closeness.

➤ *Difference between Leader Prototypes in Private and Public Banks*

In the study, a t-test was conducted to determine whether there was a significant difference between the leader prototypes of employees in private and public banks. The results of the t-test conducted to determine the relationship between the dimensions of the leader prototype and the bank status variable are given in Table 4.

Table 4: Difference between Leader Prototypes based on Bank Status						
Variable	**Bank Status**	**N**	**Mean**	**St. D.**	**t**	**p**
Leader prototype (overall)	Public	83	84,59	20,218	-1,552	,027
	Private	125	89,18	18,453	-1,488	
Reliability	Public	83	31,86	6,866	-,753	,452
	Private	125	32,68	7,010	-,760	
Skilfulness	Public	83	41,25	11,085	-2,133	,034
	Private	125	44,55	9,438	-1,981	
Sensitivity	Public	83	11,48	3,422	-,963	,337
	Private	125	11,95	3,022	-,909	

Table 4 shows whether the leader prototype differs significantly between private and public bank employees. It is found out that that there is a statistically significant difference between the leader prototypes of public and private bank employees ($p < 0.05$). As a result of the Levene test, there was a significant difference between the scores given by private bank and public bank employees in the overall leader prototype scale ($\bar{x}_{private}$=89.18 and $\bar{x}_{public}$=84.59) and in the skilfulness sub-dimension ($\bar{x}_{private}$=44.55 and $\bar{x}_{public}$=41.25). difference was observed.

IV. RESULTS AND DISCUSSION

This study was carried out to reveal the leader prototypes of employees in private and public banks and to determine whether there is a difference of leader prototypes between private and public banks. It is stated in the literature that positive individual and organizational outcomes such as job satisfaction, organizational performance, commitment and motivation increase when employees have managers with characteristics similar to their leader prototypes (Lord and Maher, 1991; Engle and Lord, 1997; Epitropaki and Martin, 2004, 2005; Rahn, 2010; Yukl, 2010; Verlage et al., 2012; Curtis, 2013; Bray et al., 2014). As a matter of fact, the position of the leader in the eyes of the followers has become a subject of increasing interest in the organizational behavior literature. It is seen that leaders who are evaluated positively by the followers have a higher degree of power (Winkler, 2010; Yukl, 2010). Therefore, it is possible to say that managers who have a positive image in the eyes of their subordinates can make organizational functioning more efficient and carry out administrative tasks within the organization more effectively.

As it was mentioned before, the concept that subordinates use as reference when evaluating the manager is the leader prototype. Therefore, the closer managers are to the leader prototype that already exists in the minds of their subordinates, the more likely they are to be accepted as leaders. Based on this, the research examined the leader prototypes of the employees in private and public banks and analysed whether there were any differences between them. According to the findings, it was observed that there was an average difference of 1.58 out of 5 points between the scores given to the characteristics they thought a leader should have and the scores given to the level of the same characteristics in their current managers. In other words, participants' evaluations of the characteristics of their current managers are significantly lower than the characteristics of the leader prototype. It is seen that current managers score relatively higher in terms of characteristics such as generosity, compassion and respect. Within the scope of the research findings, instead of evaluating the average scores given to the characteristics of current managers as nominal, it would be better to interpret them comparatively with the scores given to the leader prototype. From this perspective, it is obvious that the current managers are inadequate in the eyes of their subordinates in terms of features such as justice, fairness, reliability and persuasiveness. It will not be possible to talk about a healthy leadership process and effective leader-member interaction in an environment where these characteristics do not meet the expectations of subordinates. Reichard et al. (2021) state that leaders who fit a followers'

leader prototypes are more likely to be liked (Nye and Forsyth, 1991) and are believed to have higher technical competence (Sy et al., 2010). Followers also show more respect towards leaders who fit their leader prototypes (Van Quaquebeke and Van Knippenberg, 2012) and demonstrate higher commitment to their job and show higher job satisfaction (Epitropaki and Martin, 2005).

Additionally, it was found out in the study that the qualities that the participants looked for most in a leader were justice, fairness, knowledge and strong character. Previous research (e.g., Alexander and Ruderman, 1987; Manogran et al., 1994) found that LMX was significantly and positively related to employee perceptions of fairness. Scandura (1999) suggests that procedural justice is a starting point for the development of fair LMX relationships (Pillai et al.,1999). As revealed in the studies in the relevant literature, the concept of justice plays a key role in a healthy interaction between the leader and the subordinate. Considering that the highest rated characteristics in the research are related to the sub-dimensions of justice and reliability, it can be claimed that those managers who act fairly can lead their subordinates more effectively and thus achieve a more positive organizational climate and higher organizational performance.

When the leader prototypes of private and public bank employees are compared, it is revealed that private bank employees attach higher importance to prototypical characteristics compared to public bank employees. It was observed that the average of private bank employees in the overall leader prototype scale and in the skill sub-dimension was higher than that of public banks. Considering that working conditions in private institutions are quite more challenging compared to public institutions, the resulting picture is not surprising. The nature of superior-subordinate relationships in private banks is not the same as the situation in public banks. The fact that there is a significant difference only in the "skilfulness" sub-dimension of the leader prototype can be interpreted that employees in private banks have higher expectations from their managers in terms of knowledge, experience and technical/professional skills. As a matter of fact, the characteristics expected to be possessed by people in managerial positions in the private sector and public institution managers will not be the same. In this context, according to the study findings, it was concluded that people in leadership positions, especially in institutions and organizations operating in the private sector, should be at a satisfactory level, especially in terms of knowledge, skills and qualifications. Studies have shown that leaders have to adapt to the leader prototypes of the followers in order to be perceived as leaders in the eyes of the followers. To achieve this, leaders must demonstrate these behaviours by modelling the characteristics and behaviours that they think are appropriate for the followers' implicit leadership models. In this way, when the leader prototype in the followers' minds about what a leader should be like and the characteristics of the potential leader in front of them are in harmony, they will evaluate the other person positively and perceive him as a leader (Johnson, 2007). If leaders know the leader prototypes in their subordinates' minds and act in accordance with these prototypes, employees will adopt the leader and be motivated.

Thus, the operational procedures and transactions in the organization will be carried out in a smoother and more effective fashion. Therefore, it would be a logical choice for managers, especially in private institutions, to identify the leader prototypes of their subordinates in terms of justice and reliability, as well as knowledge, skills and equipment, take these prototypes into consideration, and demonstrate leadership that is largely, if not completely, in line with these prototypes.

V. CONCLUSION AND RECOMMENDATIONS

The perception towards the leader in the eyes of the subordinates has drawn a substantial amount of attention in the organizational behaviour literature. Previous studies suggest that the similarity (or congruence/harmony/fit) between leader prototypes and current manager characteristics lead to positive organizational outcomes such as higher job satisfaction, commitment, motivation and so on (Epitropaki and Martin, 2004, 2005; Rahn, 2010; Yukl, 2010; Verlage et al., 2012; Curtis, 2013; Bray et al., 2014). Within this context, this study was conducted in order to find out the leader prototypes of employees in private and public banks and to see whether there is a difference between the leader prototypes of private and public bank employees. It was found out in the study that the top qualities that the participants seek in a leader are justice, fairness, knowledge and strong character. The study results also showed that the participants' expectations from an ideal leader were not met in this case. In terms of all 22 characteristics of a leader prototype, the participants scored lower for their current managers. However, bearing in mind the fact that idealized characteristics of leader prototypes can be hard to be found in one single person, this situation can be considered not very unpredictable. On the other hand, it was found out that the participants' current managers were scored higher for certain qualities such as generosity, compassion and respectability. When the private and public banks were compared in terms of leader prototypes, the study findings showed that private bank employees have higher leader prototype profiles than those of public banks. They scored higher especially in the skilfulness sub-dimension, which obviously demonstrates that people working in private banks dream of highly skilled, qualified and competent leaders. This result can be interpreted from the perspective of self-image and implicit leadership as well. Since private bank employees are chosen among the people with the highest level of qualification and competence, they might be seeking leaders who are even more qualified than they themselves are. Only a person who is more skilled and competent than themselves could deserve their respect and admiration, which could result in a followership. All in all, in order for current managers to carry out administrative tasks more efficiently, it would be appropriate to adapt their behaviours and ways of doing business according to subordinates' leader prototypes and to act with awareness of the prototypical features. Research has indicated that for a leader to be viewed as a leader by their followers, they must conform to their leader prototypes. In order to accomplish this, leaders need to set an example for their followers by modelling the traits and actions they believe fit the implicit leadership models of their followers.

In this sense, when the qualities of the potential leader in front of them align with the leader prototype that the followers have in mind, they will view the other person favourably and regard him as a leader (Johnson, 2007). Employees will embrace a leader and feel inspired if they are aware of the leader prototypes in their brains and behave accordingly. As a result, the organization's operational processes and transactions will run more smoothly and productively. Thus, it makes sense for managers, particularly in private institutions, to determine the leader prototypes of their subordinates in terms of fairness and dependability as well as knowledge, abilities, and tools. Then, managers should take these prototypes into account and exhibit leadership that is mostly, if not entirely, consistent with these prototypes. After all, there is a view that defines leadership as "the harmony between the leader's observable personality traits and perceived implicit ideas about leadership in the eyes of the followers" (Eroğluer, 2014). Future studies on the subject can be conducted with larger samples in different lines of business and sectors. Different prototypes that come into prominence in different samples can be compared, and by questioning the antecedents and successors of prototypical and anti-prototypical features, it can be revealed which concepts they may be related to. The mediating effect of the leader prototype can be analysed by examining the relationship between the leader prototype and different organizational outcomes. In addition, although a certain amount of literature has been put forward regarding studies on employees' leader prototypes, the number of studies on the concepts of "employee prototype" or "follower prototype" in the eyes of leaders or managers is very few. Therefore, approaching the subject from the perspective of managers and analysing "follower/subordinate/employee prototypes" will make a significant contribution to the literature.

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