

Abstract

The purposes of the study presented mainly about “a supervisor’s strength of confidence and preference for ingratiation behavior as perceived by supervisors and their subordinates : case study commercial bank” were to:

1. Compare supervisor’s strength of confidence as perceived by supervisors and their subordinates.
2. Compare supervisor’s preference for ingratiation behavior as perceived by supervisors and their subordinates.
3. Study the relationship between supervisor’s strength of confidence and preference for ingratiation behavior as perceived by subordinates.
4. Study the relationship between supervisor’s strength of confidence and preference for ingratiation behavior as perceived by supervisors.

The subjects were 162 pairs of bank managers and employees from 162 branches of one synonymous commercial bank in the metropolitan area.

Two used instruments were.

1. Supervisor’s strength of confidence .
2. Supervisor’s preference for ingratiation behavior.

The statistical procedures applied in this research were the t-test independent and Pearson’s Product-Moment Correlation Coefficients. All statistical significant was established at the .05 level. The results were as follows:

1. Supervisors perceive themselves have strength of confidence in high level ($\bar{x}=3.88$) and subordinates also perceive their supervisors have strength of confidence in high level ($\bar{x}=3.80$).
2. Supervisors perceive themselves preferred for ingratiation behavior in medium level ($\bar{x}= 3.08$) and subordinates also perceive their supervisors preferred for ingratiation behavior in medium level ($\bar{x}= 2.80$).
4. There was no significant difference between supervisor’s strength of confidence as perceived by supervisors and their subordinates.

5. There were significant differences between supervisor's preference for ingratiation behavior as perceived by supervisors and their subordinates at the .05 level ($t=-3.638, p<.05$).

6. There was no significant correlation between supervisor's strength of confidence and preference for ingratiation behavior as perceived by supervisors.

7. There was no significant correlation between supervisor's strength of confidence and preference for ingratiation behavior as perceived by subordinates.