

**SUPPORTIVE LEADERSHIP IN COMMUNITY BANKS IN THE SOUTHEAST UNITED STATES: A  
COMPARATIVE ANALYSIS OF 2005 AND 2011**

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[dx.doi.org/10.18374/IJBR-15-1.8](http://dx.doi.org/10.18374/IJBR-15-1.8)

**ABSTRACT**

The purpose of this review is to analyze previous relevant studies that effective leadership in financial institutions. Uncertainty in organizations, morale problems in organizations, as well as the impact of economic problems in the external environment give rise to a leader that can navigate through difficult times and positively influence others while caring and showing respect. A total of 926 survey questionnaires were sent in 2005 via US Postal Service first class mail with a cover letter and a stamped self-addressed return envelope. A total of 221 survey questionnaires were returned. A total of 816 of the same survey questionnaires were sent in 2011 via US Postal Service first class mail with the same directions and self-addressed return envelope. The same states were surveyed in 2005 and 2011. Alabama was added due to the smaller sample size. Three factors were examined in order to measure the supportive leadership and the return on assets. Individually no one factor resulted in improved performance. Measuring the three components of supportive leadership resulted in, the authors theorizing based on extensive experience in the banking industry and the business world that the decline may be caused by moving from a Supportive Behavior to one of Micro-managing, thus delaying the decision regarding the various opportunities that drive Return on Assets. This delay, perhaps caused by the constant asking of questions, sharing additional information relative to the opportunity, may well result in the opportunity to be lost a strong effect with a sudden drop in excess of 6.1. ROA's in excess of 1.5% are considered good.

Keywords: *supportive leadership, leader behavior, employee behavior, employee performance, asking, listening, sharing, return on assets, profitability, motivation, employee centered and task oriented.*