CHAPTER THREE
3. RESEARCH METHODOLOGY

3.1 Selection of Institutions

Based on the model of study the researcher explored two types of bank institutions in Goa, namely the Public sector and Private sector.

3.2 Private Sector Banks

The strong emergence of the HDFC bank and ICICI bank, being considered as major players in the market were chosen for this study. A brief profile of the private sector banks is as follows.

3.2.1 H.D.F.C. Bank

The Housing Development Finance Corporation Limited (HDFC) was amongst the first to receive an 'in principle' approval from the Reserve Bank of India (RBI) to set up a bank in the private sector, as part of the RBI's liberalization of the Indian Banking Industry in 1994. The bank was incorporated in August 1994 in the name of 'HDFC Bank Limited', with its registered office in Mumbai, India. HDFC Bank commenced operations as a Scheduled Commercial Bank in January 1995.

In a milestone transaction in the Indian banking industry, Times Bank Limited (another new private sector bank promoted by Bennett, Coleman & Co. /Times Group) was merged with HDFC Bank Ltd., effective February 26, 2000. As per the scheme of amalgamation approved by the shareholders of both banks and the Reserve Bank of India, shareholders of Times Bank received 1 share of HDFC Bank for every 5.75 shares of Times Bank. The acquisition added significant value to HDFC
Bank in terms of increased branch network, expanded geographic reach, enhanced customer base, skilled manpower and the opportunity to cross-sell and leverage alternative delivery channels. HDFC Bank offers a wide range of commercial and transactional banking services and treasury products to wholesale and retail customers.

3.2.2 I.C.I.C.I Bank

ICICI Bank is India's second-largest bank network of about 573 branches and extension counters and over 2,000 ATMs. ICICI Bank offers a wide range of banking products and financial services to corporate and retail customers such as life and non-life insurance, venture capital and asset management. ICICI Bank currently has subsidiaries in the United Kingdom, Canada and Russia, branches in Singapore and Bahrain and representative offices in the United States, China, United Arab Emirates, Bangladesh and South Africa.

ICICI Bank's equity shares are listed in India on the Bombay Stock Exchange and the National Stock Exchange of India Limited and its American Depositary Receipts (ADRs) are listed on the New York Stock Exchange (NYSE). On September 20, 2005, ICICI Bank, with free float market capitalization of about Rs.400.00 billion (US$9.00 billion) ranked third amongst all the companies listed on the Indian stock exchanges.
3.3 Public Sector Banks

The State Bank of India, Bank of India, and the Oriental Bank of commerce, were selected for this study. A government undertaking was precisely undertaken due to its large size and a fairly large number of executives working in various branches in the Goa region. Since a government undertaking is bound by government policies and design, it was thought that there is a likelihood of uniformity in matters related to staffing, structure and hierarchy of organization, wage policy, health care, and work environment. A brief profile of the Public Sector Banks is as follows:

3.3.1 State Bank of India

The origin of the State Bank of India goes back to the first decade of the nineteenth century with the establishment of the Bank of Calcutta in Calcutta on 2 June 1806. Three years later, the bank received its charter and was re-designed as the Bank of Bengal (2 January 1809). A unique institution, it was the first joint-stock bank of British India sponsored by the Government of Bengal. The Bank of Bombay (15 April 1840) and the Bank of Madras (1 July 1843) followed the Bank of Bengal. These three banks remained at the apex of modern banking in India till their amalgamation as the Imperial Bank of India on 27 January 1921.

3.3.2 Oriental Bank of Commerce

Established in Lahore on 19 February 1943, Oriental Bank of Commerce made a modest beginning under its Founding Father, Late Rai Bahadur Lala Sohan Lal, the first Chairman of the Bank. Within four years of coming into existence, the Bank had to face the holocaust of partition. Branches in the newly formed Pakistan had to be closed down and the Registered Office had to be shifted from Lahore to Amritsar. Late Lala Karam Chand Thapar, the then Chairman of the Bank, in a unique gesture
honored the commitments made to the depositors from Pakistan and paid every rupee to its departing customers. The foundation of customer service thus laid has ever since remained Oriental Bank’s prime philosophy and has been nurtured well as a legacy by all its successors, year after year.

The Bank has been actively involved with people through the Grameen Projects that helps alleviate poverty, and 'The Comprehensive Village Development Programme' that supports rural infrastructure development and adds to the income of farmers in the village. At present, it covers 15 villages; 10 in Punjab, 4 in Haryana and 1 in Rajasthan. The Bank has implemented 14 point action plan for strengthening of credit delivery to women and has designated 5 branches as specialized branches for women entrepreneurs.

### 3.3.3 Bank of India

Bank of India was founded on 7 September 1906 by a group of eminent businessmen from Mumbai, While the bank was under private ownership and control until July 1969 it was nationalized along with 13 other banks. The Bank has 2644 branches in India spread over all states and union territories including 93 specialized branches. These branches are controlled through 48 Zonal Offices. There are 24 branches and offices including three representative offices abroad.

The Bank has been the first among the nationalized banks to establish a fully computerized branch and ATM facility at the Mahalaxmi Branch at Mumbai way back in 1989. The Bank is also a Founder Member of SWIFT in India. It pioneered the introduction of the Health Code System in 1982, for evaluating/rating its credit portfolio. The Bank’s association with the capital market goes back to 1921 when it entered into an agreement with the Bombay Stock Exchange (BSE) to manage the BSE Clearing House. It is an association that has blossomed into a joint venture with
BSE, called the BOI Shareholding Ltd. to extend depository services to the stock broking community. Bank of India was the first Indian Bank to open a branch outside the country, at London, in 1946, and also the first to open a branch in Europe, Paris in 1974. The Bank has sizable presence abroad, with a network of 23 branches (including three representative offices) at key banking and financial centers viz. London, New York, Paris, Tokyo, Hong-Kong, and Singapore. The international business accounts for around 20.10% of Bank's total business.

3.4 Sample Profile

The sample consisted of 483 bank officers consisting of junior, middle and senior level drawn from two private banks and three public sector banks in Goa, India. Of the 483 bank officers, 237 belonged to the private sector and 246 belonged to the public sector. The executives participating in the study belonged to a wide spectrum of functional areas including accounts, insurance, loans, personnel, marketing, etc. The sample consisted on men and women officers and their age's ranges from 24 to 58 years. The private sector had a gender representation of 96 men and 141 Women while the public sector had a sample of 137 men and 109 women.

The selected officers employed in the various branches and centers in the various locations in the entire state of Goa were considered. The following locations came under the direct purview of this study: Panjim, Mapusa, Margao, Vasco, Ponda Miramar, Caranzelem, Porvorim, Chicalim, Aquem, Calangute, Candolim, Siolim, Salcete. The choice of the sample was restricted to Goa only, primarily because of the cost factor and also to focus on one state as a unit of work activity in the banking sector.
3.5 Measurement

Two set of questionnaires have been deployed to measure organizational role stress. The following are the details of the instruments:

3.5.1 Personal and Organizational Stressors

This questionnaire consisted of various personal and organizational factors such as age, sex, marital status, educational qualification, and health practices. While the organizational factors studied were span of control, management level and environmental factors. In cases such as health practices as well as environmental factors the questionnaire is based on single item measures. Though it is difficult to establish reliability and validity of such measures, use of a single item measure in social sciences and management literature is not uncommon. Researchers in the past have used single item measure for important variables in the past (Rastongi, 1978; Parker & DeCotiis 1983; Sharma 1987). A copy of the questionnaire is placed in the Appendix.

3.5.2 Organizational Role Stress

The scale developed by Pareek (1981) was used to measure the extent of role stress amongst the bank officers in the state of Goa. The organizational role stress scale is developed on the Likerts 5-point scale, indicating how true a particular statement is for the scale.

The assessment is based on ten different role dimensions, namely Inter-Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self Role Distance (SRD), Role Ambiguity (RA) and Resource Inadequacy (RIn).
These dimensions have already been explored in chapter one. The entire questionnaire has 50 items, five for each dimension ranging from 0 to 4.

0. The concerned respondent is asked to rate zero, if he never or rarely feels the way the statement describes.

One if he occasionally (a few times) feels the way described in the statement.

Two, if he sometimes feels the way.

Three, if he feels frequently that way.

If he frequently or always feels that way.

The total score for each dimension is obtained simply by adding the scores for each particular area. The score on each role stress thus range from 0 - 20 as the dimension includes 5 questions each, having minimum 0 and maximum 4. The overall organizational role stress score is obtained by adding the score of all dimensions. The total organizational role stress score thus ranges from 0 - 200.

In terms of validity this questionnaire has been worked out by Sen (1981) by measuring the self consistency of this instrument. He correlated each item with the total score on the instrument for about 500 respondents. All except two correlations were significant at .001 levels; one at .002 levels another at .008 levels. Hence the result shows high internal consistency of the scale. This construct validity of the instrument has also been tested (Sen. 1981) by factor analysis and it has been found fairly acceptable by its statistical norms.

The retest reliability coefficients were calculated for a group of about 500 employees from 3 banks (Sen. 1981). Table 3.1 gives retest reliability for all the 8 stresses, and the total role stress score. As may be seen all the co-efficients, except one, are
significant at .001 levels; one coefficient is significant at .003 levels. The scale has acceptable reliability:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Variable</th>
<th>Coefficient</th>
<th>Levels of Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Self Role Distance</td>
<td>.45</td>
<td>.001</td>
</tr>
<tr>
<td>2.</td>
<td>Inter Role Distance</td>
<td>.58</td>
<td>.001</td>
</tr>
<tr>
<td>3.</td>
<td>Role Stagnation</td>
<td>.63</td>
<td>.001</td>
</tr>
<tr>
<td>4.</td>
<td>Role Ambiguity</td>
<td>.65</td>
<td>.001</td>
</tr>
<tr>
<td>5.</td>
<td>Role Overload</td>
<td>.53</td>
<td>.001</td>
</tr>
<tr>
<td>6.</td>
<td>Role Erosion</td>
<td>.37</td>
<td>.003</td>
</tr>
<tr>
<td>7.</td>
<td>Role Inadequacy</td>
<td>.58</td>
<td>.001</td>
</tr>
<tr>
<td>8.</td>
<td>Total Role stress</td>
<td>.73</td>
<td>.001</td>
</tr>
</tbody>
</table>

Table 3.1 Retest reliability for all the 8 stresses, and the total role stress score

The Organizational Role Stress scale is considered to be one of the best instruments for the measurement of ORS. Further it has also been validated and its reliability has been verified (Pareek, 2002). However, the ORS has been widely used for research in the area of Role Stress. The objective of the present study is to examine the impact of personal, job organizational, and health practices on role stress, in which case role stress is to be treated as a dependent variable and the other factors as independent variables.

3.6 Data Collection

The participants in the proposed study were employees (men and women) in the officer's cadre at the branches of public and private banks. The Nationalized banks comprise of Bank of India, Oriental Bank of Commerce and the State Bank of India, while the private banks include ICICI and HDFC banks in Goa region only. 600
questionnaires were distributed to bank officers working in various private and public sector banks in Goa, between January 2005 - August 2005.

During the distribution of the questionnaire the researcher explained the purpose of the study to the concerned individual and assured about the confidentiality of their responses. There was generally a good response and interest in filling up the questionnaires. Some respondents added their insight and experiences in the area of stress and hence they were encouraged to talk and share their views.

A majority of officers responded quickly to the questionnaire; however some branches took over a week while other took a month to submit the completed questionnaires. This was noticed especially in the April - May 2005 when receiving the completed forms depended on the officers returning from their vacation leave. Meeting the manager and connecting through a few key individuals who were co-operative helped in completing the data collection. Moreover making a number of calls and meeting officers individually helped in completing the data collection.

**3.7 Data Analysis**

Mean standard deviation, t-value, Pearson product moment correlation and ANOVA are calculated with the help of the SPSS software.