CHAPTER 4
RESEARCH METHODOLOGY

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Introduction</td>
</tr>
<tr>
<td>4.2</td>
<td>Origin of the Research Problem</td>
</tr>
<tr>
<td>4.3</td>
<td>Quality of Work Life, Job Satisfaction and Performance</td>
</tr>
<tr>
<td>4.4</td>
<td>Rationale for taking the Research</td>
</tr>
<tr>
<td>4.5</td>
<td>Problem Identification of the Study</td>
</tr>
<tr>
<td>4.6</td>
<td>Objectives of the Study</td>
</tr>
<tr>
<td>4.7</td>
<td>Scope of the Study</td>
</tr>
<tr>
<td>4.8</td>
<td>Research Design</td>
</tr>
<tr>
<td>4.9</td>
<td>Sources of Data Collection</td>
</tr>
<tr>
<td>4.10</td>
<td>Sampling and Population</td>
</tr>
<tr>
<td>4.11</td>
<td>Hypotheses of the Study</td>
</tr>
<tr>
<td>4.12</td>
<td>Tools and Techniques of Data Analysis</td>
</tr>
<tr>
<td>4.13</td>
<td>Chapterization of the Study</td>
</tr>
<tr>
<td>4.14</td>
<td>Limitations of the Study</td>
</tr>
<tr>
<td>4.15</td>
<td>Significance of the Study</td>
</tr>
</tbody>
</table>
CHAPTER – 4
RESEARCH METHODOLOGY

4.1 INTRODUCTION

A research methodology defines what are the activities of research, how to proceed, how to carry the research work systematically. Research methodology is the study of how to perform scientific research. In other words, research methodology is the systematic and objective identification, collection, analysis, dissemination, and use of information for the purpose of improving decision-making related to the identification and solution of problems. The success of any research depends on the study thoroughly attempt to follow systematic and scientific approach to undertake the study.

This chapter is concerned with the presentation of the method and procedures used in gathering, consolidating, and statistically quantifying the information which served as a basis for the establishment of the trend of reactions to the topic discussed in this study.

4.2 ORIGIN OF THE RESEARCH PROBLEM

The quest for improved productivity through human resources has its beginning in the early 1900’s. F. W. Taylor’s scientific management principles created a new awareness regarding human resources, who were earlier considered as mere instruments of production ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then onwards research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to combine better productivity with job and employee satisfaction. The concept of Quality of Work-life (QWL), has originated from the continuous research process. The term QWL was introduced by Louis Davis (1972) at the first International Quality of Work-Life Conference held in Toronto. It made its appearance in India around mid 70’s.

The quality of work life(QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department-wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees
A high quality of work life is essential for organizations to continue, to attract and retain employees (Sandrick, 2003). Many factors contribute to QWL, which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. (Straw, R.J. and C.C. Heckscher, 1984). Creating better jobs and a better quality of work are key elements of the social model. This includes areas such as the organization of work and work activities; training, skills and employability; health, safety and wellbeing; as well as working time and work–life balance. However, improving the quality of work and working conditions is new concepts incorporate in Employment Strategy—which previously concentrated mainly on quantitative measures such as increasing employment and reducing unemployment. Improving the quality and productivity of work could lead to more, as well as better, jobs. In the recent time, a strategy for smart, sustainable and inclusive growth, the focus, is on increasing employment, but a more innovative climate should, according to the strategy, also contribute to good-quality jobs. Skill-raising and vocational training is the preferred method to reach the targets in the strategy, and social partners are seen as key actors in contributing to this, through the use of social dialogue. Recent requirement is to link between social dialogue and working conditions and their impact on performance. This research will focus on links between the quality of work and performance.

4.3 QUALITY OF WORK, JOB SATISFACTION AND PERFORMANCE

A complex and dynamic image of the new economy is emerging. If this image remains opaque in spots, it is because we know little about how men and women actually experience working conditions, the expectations they take with them into workplaces, and the possibly different impacts of information technology. These additional dimensions of what may or may not define a 'good job' are the missing pieces in our understanding of the issues of convergence or divergence discussed above. Here, rather than focusing on the big ‘structural’ forces that are transforming work, researcher views the rise of the new economy from the vantage point of workers. This offers a multifaceted assessment of the quality of work at the start of the 21st century for employee. To fully grasp the implications of the knowledge economy for women and
men, we must account for a wide range of job and workplace features. A logical starting point is to ask: “What does employee want in a job?” Answers to this question provide a benchmark for judging whether the ‘new economy’ trends of recent years are meeting the needs of employee and whether there is convergence or divergence on these subjective dimensions of work.

This approach has several advantages for human resource management practices and public policy. Many employers are striving to become knowledge-based organizations and, at the same time, are facing the challenges of succession, recruitment and retention that will only increase as the baby boom generationretires. We believe that a better understanding of how employee experience work—in short, the quality of their jobs—has direct implications for achieving the goal of becoming a ‘workplace of choice’. It is not enough to set goals for attracting and retaining skilled knowledge workers, if males and females in this talent pool are seeking different things in a job.

Both employers and policy makers have directly linked innovation and productivity to the quality of human capital available. We are simply extending this argument to include factors, such as employment relationships and work rewards, which can help or hinder the development and use of human capital. From a policy standpoint, information on male-female differences (or similarities) in the quality of working life enables more effective responses to issues such as work-family balance or workplace training and learning. Employers will also need to position themselves to retain valued workers already on staff. Currently, almost one-quarter of individuals employed in professional and administrative occupations in business and finance are 50 years of age or older. The age profile is even older in other sectors, such as education, where more than 25 percent of teachers and professors are now 50 plus. Offering older workers job characteristics they value may be one way to persuade them to remain on the job. In addition to remuneration, factors such as flexible schedules, interesting work assignments, work-life balance, and an opportunity to contribute to the community may be ways to entice them to stay.

Again, this underscores the importance of assessing what it is individuals value in their job and what could be ‘played up’ to make those jobs more attractive. Furthermore, determining what employees want in a job and offering it to them can have an impact on organizational performance and the bottom line. Employees whose jobs meet their expectations will likely be more satisfied.
4.4 RATIONALE FOR TAKING THE RESEARCH

Most companies apply a bundle of measures to improve different dimensions of quality of work. Therefore it is difficult to single out how one specific measure affects performance. The report further shows that in some companies the chain of links from improvement of quality of work to increased performance is not fully recognized by themselves. Also, in a number of cases the positive relationship between quality of work and performance is anticipated, but not in any sense verified. Employers need to position themselves to retain valued workers already on staff. Currently, almost one-quarter of individuals employed in professional and administrative occupations in business and finance are 50 years of age or older. The age profile is even older in other sectors, such as education, where more than 25 percent of teachers and professors are now 50 plus. Offering older workers job characteristics they value may be one way to persuade them to remain on the job. In addition to remuneration, factors such as flexible schedules, interesting work assignments, work-life balance, and an opportunity to contribute to the community may be ways to entice them to stay. Again, this underscores the importance of assessing what it is individuals value in their job and what could be ‘played up’ to make those jobs more attractive. Furthermore, determining what employees want in a job and offering it to them can have an impact on organizational performance and the bottom line. Employees whose jobs meet their expectations will likely be more satisfied. One should work on relating working condition and job satisfaction of employees and hence its impact on their performance. Present research work is an attempt in the same direction.

4.5 PROBLEM IDENTIFICATION OF THE STUDY

The present study mainly focus on quality of work life in the selected banking units of Gujarat. A model / relationship between quality of work life, job satisfaction and performance of the employee in selected banking units is studied. Here mutual comparison of selected variables between banks is also made.

4.6 OBJECTIVES OF THE STUDY

The present study is undertaken with the following objectives:

1. To know the quality of work life in selected banks.
2. To know the job satisfaction of employees of selected banks.
3. To know performance of the employees of selected banks.
4. To compare quality of work life between gender, age groups and banks.
5. To compare job satisfaction between gender, age groups and banks.
6. To compare performance between gender, age groups and banks.
7. To correlate quality of work life with job satisfaction and performance of the employees.

4.7 SCOPE OF THE STUDY

Present study is done in selected banking units of Gujarat State. The survey is conducted among employees working in public and private sector banks working in four main cities of Gujarat.

4.8 RESEARCH DESIGN

The study is descriptive in nature. The main purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. It attempts to describe in detail the relationship between various aspects of research problems. The study is divided into various stagers such as objective, method of data collection and selection of samples size.

4.9 SOURCES OF DATA COLLECTION

The data for this study are collected from employees of selected banking units from Gujarat state. The data are collected on the basis of personal interviews and/or questionnaire by personal visit of the researcher. The information collected on this basis is both qualitative as well quantitative. Secondary data are collected from published literature area of the study. Pre–tested questionnaire is used to collect the necessary information related to the present study.

4.10 SAMPLING AND POPULATION

Researcher has divided Gujarat state in four zones and from each zone eight banks are selected (four nationalized, four private sectors). Thus for the present research, the total sample respondent size is 320 (40 employees x 8 banks) employees from selected banks. The data collection procedure is purely convenient. The study has population of all banking units of Gujarat.
4.11 HYPOTHESES OF THE STUDY

The following are the hypotheses framed under the study:

1. There is no significant difference in the quality of work life in selected banking units.
2. There is no significant difference job satisfaction of the employees in selected banking units.
3. There is no significant difference in the performance of the employees in selected banking units.
4. There is no significant difference in the quality of work life between the gender and age groups of the respondents in selected banking units.
5. There is no significant difference in the job satisfaction between the gender and age groups of the respondents in selected banking units.
6. There is no significant difference in the performance between the gender and age groups of the respondents in selected banking units.
7. Quality of work life, job satisfaction and performance of the employees are weakly correlated.

4.12 TOOLS AND TECHNIQUES OF DATA ANALYSIS

Collected information is entered in Excel sheet and analyzed using standard statistical tools. The basic information is presented in terms of Frequency and Percentage form. The descriptive statistics like mean, median, mode, Standard Deviation (S.D.) are obtained depending on the necessity. Probable statistical tests applied for the data analysis are ANOVA, t-test, chi-square test and correlation.

4.13 CHAPETERISATION OF THE STUDY

The study has been has been structured in to Six Chapters, contents of each chapter are

I. Conceptual Framework of Human Resource Management
II. Overview of Banking Sector in India
III. Review of Literature
IV. Research Methodology
V. Data Analysis and Interpretation
VI. Findings, Recommendations and Conclusion
Chapter - 1: Conceptual Framework of Human Resource Management

The points traced out in this chapter are introduction to human resource management, banking sector and human resource management, human resource management and quality of work life (QWL), quality of work life, job satisfaction and employees’ performance.

Chapter - 2: Overview of Banking Sector in India

This chapter covers introduction, the role of commercial banks in economic development, nationalization of banks in India, current scenario of banking sector in India, private banks in India, foreign banks in India and brief profile of selected banks under study.

Chapter - 3: Review of Literature

This chapter discusses introduction, theoretical perspectives of the variables, literature review on quality of work life (QWL), job satisfaction and performance and conclusion from literature review and gaps in literature.

Chapter - 4: Research Methodology

This chapter deals with the introduction, origin of the research problem, quality of work life, job satisfaction and performance, rationale for taking the research, problem identification of the study, objectives of the study, scope of the study, research design, sources of data collection, sampling and population, hypotheses of the study, tools and techniques of data analysis, chapterisation of the study, limitations of the study and significance of the study.

Chapter - 5: Data Analysis and Interpretation

This chapter deals with the introduction, Frequency Tables based on Zone and Distribution of Respondents, Demographic Profile of Respondents, Data Analysis based on Quality of Work Life, Discriminant Analysis based on the Quality of Work Life of Respondents, Data Analysis based on Job Satisfaction, Discriminant Analysis based on Job Satisfaction of Respondents, Data Analysis based on Performance, Discriminant Analysis based on Performance of Respondents, Hypothesis Testing using T-test, Descriptive Statistics of Quality of Work Life, Job Satisfaction and Performance, Cross Tabulation Between Quality of Work Life, Job Satisfaction and Performance and Correlation Between Quality of Work Life, Job Satisfaction and Performance.
Chapter - 6: Findings, Recommendations and Conclusion

This chapter deals with major findings, recommendations for the employees and banks to improve accordingly, scope for future research, conclusion and implications of the study.

4.14 LIMITATIONS OF THE STUDY

Each research study has its own limitations. It might be economic or time or non-response. Below the researcher has mentioned several limitations of his study.

• The study is targeted on only Gujarat state.
• The answers given by the respondents may be subjective and hence it may cause the result otherwise.
• As study is done in a particular region, the results obtained from this study may not be taken granted for all employees in the universe.
• The data collection is a very tough task and it requires passion, money and time. Due to some limitations of the researcher, it is not possible to collect information from other regions.

4.15 SIGNIFICANCE OF THE STUDY

This study gives a clear picture of quality of work life, job satisfaction and performance of employees working in public and private banks. It says whether, the quality of work life bank employees is better or not, whether they are satisfied with job or not. It also draws an attention towards the problems faced by the employees in their work. It may help the banks to improve employee's performance.

Providing quality at work not only reduces attrition but also helps in reduced absenteeism and improved job satisfaction. Not only does QWL contribute to a company's ability to recruit quality people, but also it enhances a banks' competitiveness. On the academic side, this study makes a significant contribution to the organizational behavior and human resources management literature by systematically examining the influence of quality of work life on employees’ job satisfaction, performance in banks context. Overall, the current study findings provide tentative support to the proposition that quality of work life should be recognized as a significant antecedent for employees’ job satisfaction and performance in the banking sector. This study therefore submits that bank management and their managers can benefit from the implications of these findings. Given that empirical evidence has consistently shown that it is more expensive to hire a
new employee than to retain one, it is imperative that bank management and their managers promote the quality of work life for their employees in order to keep them satisfied with their jobs and committed to their jobs.