CHAPTER II
METHODS
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Study Area and Organization:

The present study was conducted on various nationalized banks of Rohtak, Haryana.

Sample:

A total of 80 bank employees constitute the sample. The sample consists of 10 managers, 25 officers and 45 clerks. Class IV employees were not taken for their low educational standards.

Variables in the study:

The study focussed 5 variables, viz: job satisfaction, motivations (career, assertiveness, and self-sufficiency), and perceptions of organizational climate (Existing and Ideal).

Materials:

In the present study four different tests were used. They are as follows:

1) Personal Information Questionnaire: It was a 13 item questionnaire giving information about the subject's age, sex, marital status, income, address, experience, and other social information. In addition to acquire personal information, the test also served as helping tool to establish the rapport.

2) Organizational Climate Questionnaire: A questionnaire prepared by Litwin and Stringer (1968) was used to measure
the organizational climate. Litwin and Stringer (1968) gave various dimensions of organizational climate. In the present study, seven dimensions of organizational climate have been taken. These dimensions are:

1. Conformity  
2. Responsibility  
3. Standards  
4. Rewards  
5. Clarity  
6. Warmth and Support  
7. Leadership. Each dimension was first clearly defined and described in the questionnaire. A bidirectional scale was used for each dimension separately. The rating was done on a ten point scale. To measure existing and ideal perceptions of organization climate one common scale was prepared. Rating on above the number on the scale indicates the assessment of organization's current position on that dimension and subjects were asked to place a mark of an 'E' above the number which refers to existing position, while rating below the number indicates choice of subject where the bank should ideally be on that dimension and there was an instruction to place an 'I' below the number which refers to ideal position of organization.

3. Job satisfaction Scale: A questionnaire, constructed and standardized by Muthayya (1973) Director of Psychology, National Institute of Community Development, N I C D, Hyderabad, was used to measure job satisfaction of bank employees. This scale consisted of 34 items. The answers were divided in four categories: Agree (A), Disagree (D), Not sure (NS), Not Applicable (NA). If a particular item was true in
case of a subject, he was instructed to encircle 'A', or if it was not true in his case, he was instructed to encircle 'D'. In the event of his not being able to decide either way ('A' or 'D'), he was asked to encircle 'NS'. In case any item was not applicable to him, he was instructed to encircle 'NA'. The instructions were already depicted on the top of the scale. Some modifications were made in the scale. For the present study, two substitutions of 'Bank' for 'Block' and 'Clients' for 'Village people' were made.

4) Motivational Analysis Test (M.A.T): - This test was designed to study different types of motivational factors. The test was adapted in India by Kapoor and Singh (1980) and published by 'The Psychocentre,' New Delhi. The aim of test was to measure drives, interests, sentiments and value systems of an individual. Ten dynamic traits, established on the basis of factor analytical research and found important for clinical, educational and vocational probing and guidance, have been selected for measurement. These motivations are as follows:


This test consisted of four sub-tests. These are:

1. Uses.
2. Estimates.
3. Paired Words.
4. Information.
Scores obtained by these four sub-tests were combined in two groups which yield two types of energy measures, namely:

1) Unintegrated measures (U-stens) := U-scores are derived by combining uses and information scores. This derived score reveals the level of energy held up in covert behavior.

2) Integrated measures (I-stens) := This measure is obtained by combining scores on paired - associates and information sub-tests. I-scores indicate level of energy actually involved in overt behavior.

The two derived scores are further combined to yield indices of total energy level in each motivational field.

Procedure :=

All the subjects were contacted personally during office hours or at their residences. They were told about the purpose of study. The questionnaires and answer sheets were handed over to them. If the respondents feel any difficulty at any stage in filling up the questionnaires, they were removed by the researcher at the spot. All the respondents filled the questionnaires in the presence of researcher. The administrator collected the questionnaires and answer sheet when they were completed by the respondents.

First of all each subject was contacted personally and given separate personal information questionnaire and the subjects gave their required personal information.
Administration of organizational climate questionnaire:

Following instructions were given for organizational climate questionnaire:

"For each of the seven climate dimensions described below, place an 'E' above the rating number that indicates our assessment of the bank's current position on that dimension, and an I below the rating number that indicates your choice of where the bank should ideally be on that dimension. Rating number 1 on the questionnaire indicates 10 percent quantity and 2 indicates 20% quantity .... and 10 indicates 100% quantity."

After giving the instructions, one questionnaire was provided to each subject individually. As instructed above, each subject rated existing and ideal perceptions of their bank climate separately.

Administration of job satisfaction scale:

Following instructions were given for job satisfaction scale:

"You occasionally maintain certain feelings about your job. Here is a list of items depicting the feelings related to certain aspects of one's job. You are requested to record the extent to which you are affected by those different aspects of your job by making use of the scale provided below. To illustrate, if what is depicted in a particular item is true in your case, encircle "Agree" (A), or if it is not true in your case, encircle "Disagree" (D). In the
event of your not being able to decide either way (A or D), encircle "Not sure" (NS). In any case, any particular item is not applicable in your case, encircle "Not Applicable" (NA). You are requested not to leave any question unanswered.

When the instructions for job satisfaction scale were completed, each subject was provided with a job satisfaction scale separately. As instructed above, the respondents read the items and encircled their choices in the scale provided to them.

Administration of motivational analysis test:

Following instructions were given for this test:

"You will be provided with a book and an answer sheet. First of all you will have to write down your name, age and sex, etc. at the top of this answer sheet. This book has four sub-tests. There are two sides of answer sheet (U and I). For first two sub-tests you have to place side 'U' of the answer sheet before you and for remaining two sub-tests the side 'I'.

"The name of first sub-test is 'uses'. It consists of a number of questions. Each question has its two alternatives. You have to decide which one of the two alternatives fits you most and put a sign of cross for that answer in the corresponding square of the answer sheet. Please don't mark in this book and leave no any question unanswered."
After giving instructions for this sub-test, each subject was given a booklet and an answer sheet. The subject placed the side 'U' of answer sheet before him and started responding the answers. The time for this test was twenty minutes. After expiry, the subject was asked to shift to the next sub-test and further instructions were given for second sub-test.

"The name of second sub-test is 'Estimates' which include a number of items with four possible alternates. You have to select the best according to your choice and cross in the corresponding square in the answer sheet. You have just to make the estimates of given situations."

When the instructions for this sub-test were completed, the subject started responding the items. Again the time limit was twenty minutes. After expiry, the subject was asked to shift to the next sub-test.

"This is third sub-test and is called 'Paired words'. It consists of many items and each item consists one stimulus word and its two response words. You have to choose one word which spontaneously associates or best suits according to your opinion and indicate your choice in the answer sheet in the same manner. For this sub-test you have to turn side I of answer sheet."

After finishing instructions, the subject started choosing one word out of two from each item and indicated his choices in the separate answer sheet. The time limit
for this subtest was six minutes. After expiry, the subject was asked to shift to the next subtest and following instructions were given for the last subtest.

"This sub-test is called as 'Information'. Each item in this sub-test consists of four answers. You have to give information relating to different areas and choose only one alternate. Put a sign of cross for that choice in the corresponding square of answer sheet."

When the instructions were completed, subject started responding the items. The time limit for this sub-test was twenty minutes. After expiry, the subject was told that his work was over then.

Only 49 subjects completed, Personal Information Questionnaire, Organizational climate, Job satisfaction scale, and Motivational Analysis tests. Because of certain time constraints, the M.A.T. could not be administered on the other 31 subjects. They completed only Personal Information, Organizational climate and Job satisfaction Questionnaires. On an average, each subject undertook tests for two hours.

Scoring:

Scoring for Organizational Climate Questionnaire:

Each subject was asked to indicate the existing and ideal perceptions of their climate for seven dimensions. The maximum number for each dimension could be 10 and the minimum could be 1. Thus, the range of total climate score was from 7 to 70.
The discrepancy score for each item was computed by subtracting the existing score with the ideal score. If the existing score was higher than the ideal score, discrepancy score came in positive and if the condition was reverse, discrepancy score came in negative.

**Scoring for Job Satisfaction Scale**

There were 34 items in the present scale and there were 4 types of answers for each item (A, D, N A, N S). Each subject had to choose one answer out of four. The agreement with the scoring key get 2 marks. 'Not Sure' get only one mark. 'Disagreement' with the key get '0' mark. The score range is 0-34-68. The higher the score, the greater the dissatisfaction and the lower the score, the higher the job satisfaction (Muthayya, 1973).

**Scoring for Motivational Analysis Test**

Scores of M.A.T. were computed by means of 4 scoring keys (Key U₁, Key U₂, Key I₁ and Key I₂) because there were four sub-tests. Norms tables were also used for the scoring purpose. Each key was separately placed on the answer sheet such that the page number of answer sheet was visible through the hole cut at the left upper corner of the scoring key. Responses visible through the holes made in various rows and columns of the scoring key were counted. For Uses, Paired Associates and Information sub-tests, only one score was given for each response visible through the holes of scoring keys. For 'Estimates' sub-test, 3, 2, 1, 0,
scores were given according to the responses which were printed near the holes of the scoring keys. Total scores of each row or column were written in the corresponding motivation box made on the answer sheet. Scores, thus, assigned were called as raw scores and were converted into 'motive' scores as per norms for the purpose of interpretation.

ANALYSIS :-

To analyze the obtained scores, two types of analyses were used - correlational and analysis of variance. To establish the relationship between the various dependent measures, the product moment correlation was used. Since the study involves more than two dependent measures, therefore, various designs of analysis were used. To partial out the effect of third variable, partial correlations were also used. After partialling out, the dependent score of job satisfaction was correlated with multiple sources. Hence, multiple correlations (R) were also calculated. In order to assess the relative functional weight of correlated variables on job satisfaction, the regression