CHAPTER III

METHODOLOGY
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3.01 RATIONALE OF THE STUDY

The objective of the organization is to maximize the production, which can be achieved through the performance of employees. It is essential to develop positive work culture which leads to effective performance. The success of performance of employees in job is highly associated with quality of work life. In turn, trade unions are contributing to achieve high degree of performance. So, there is necessary to investigate the factors effecting on performance, as the performance is essential in all aspects of organization. The present study intended to understand the level of impact of quality of work life, union commitment and work culture on the performance.

3.02 PROBLEM

A study on Quality of Work Life, Union Commitment and Work Culture in relation to performance Among Bank Employees is made here.

3.03 OBJECTIVES

The present study aims;

The present study is intended to investigate the level of impact of quality of work life, union commitment and work culture on the performance of managers and clerks of the Nationalized Bank.

The problem under investigation comprises the following major question;

- Is performance of bank employees associated with union commitment?
- Is performance of bank employees associated with quality of work life?
- Is performance of bank employees associated with work culture?
- Does high and low performance of bank employees differ significantly in relation to union commitment, quality of work life and work culture?
- Is high performance of bank employees correlate with the corresponding union commitment?
- Is low performance of bank employees correlates with the corresponding union commitment?
- Is high performance of bank employees correlates with the corresponding quality of work life?
- Is high performance of bank employees correlates with the corresponding work culture?
- Is low performance of bank employees correlates with the corresponding work culture?
- Is union commitment of bank employees significant correlated with overall quality of work life?
- Is quality of work life of bank employees is significant correlated with work culture?
- Is work culture of bank employees is significant correlated with the overall union commitment?
- Whether union commitment quality of work life and work culture jointly effect on performance of the bank employees?

3.04 HYPOTHESES

The following hypotheses are formulated, keeping in view of the above points.

Ha₁:

**CORRELATION BETWEEN QUALITY OF WORK LIFE AND PERFORMANCE**

Ha₁,₁ : Correlation between Quality of Work Life and Performance among High Scored Managers.

Ha₁,₂ : Correlation between Quality of Work Life and Performance among Low Scored Managers.

Ha₁,₃ : Correlation between Quality of Work Life and Performance
among High Scored Clerks.

Ha 1.4: Correlation between Quality of Work Life and Performance among Low Scored Clerks.

Ha 2:

CORRELATION BETWEEN QUALITY OF WORK LIFE AND UNION COMMITMENT.

Ha 2.1: Correlation between Overall Quality of Work Life and Union Commitment among High Scored Managers.

Ha 2.2: Correlation between Overall Quality of Work Life and Union Commitment among Low Scored Managers.

Ha 2.3: Correlation between Overall Quality of Work Life and Union Commitment among High Scored Clerks.

Ha 2.4: Correlation between Overall Quality of Work Life and Union Commitment among Low Scored Clerks.

Ha 3:

CORRELATION BETWEEN QUALITY OF WORK LIFE AND WORK CULTURE

Ha 3.1: Correlation between Overall Quality of Work Life and Work Culture among High Scored Managers.

Ha 3.2: Correlation between Overall Quality of Work Life and Work Culture among Low Scored Managers.

Ha 3.3: Correlation between Overall Quality of Work Life and Work Culture among High Scored Clerks.

Ha 3.4: Correlation between Overall Quality of Work Life and Work Culture among Low Scored Clerks.

Ha 4:

CORRELATION BETWEEN UNION COMMITMENT AND PERFORMANCE

Ha 4.1: Correlation between Union Commitment and Performance among High Scored Managers.

Ha 4.2: Correlation between Union Commitment and Performance among Low Scored Managers.

Ha 4.3: Correlation between Union Commitment and Performance among High Scored Clerks.
among High Scored Clerks.

Ha4.4: Correlation between Union Commitment and Performance among Low Scored Clerks.

Ha5:

CORRELATION BETWEEN OVERALL UNION COMMITMENT AND QUALITY OF WORK LIFE

Ha5.1: Correlation between Overall Union Commitment and Quality of Work Life among High Scored Managers.

Ha5.2: Correlation between Overall Union Commitment and Quality of Work Life among Low Scored Managers.

Ha5.3: Correlation between Overall Union Commitment and Quality of Work Life among High Scored Clerks.

Ha5.4: Correlation between Overall Union Commitment and Quality of Work Life among Low Scored Clerks.

Ha6:

CORRELATION BETWEEN OVERALL UNION COMMITMENT AND WORK CULTURE.

Ha6.1: Correlation between Overall Union Commitment and Work Culture among High Scored Managers.

Ha6.2: Correlation between Overall Union Commitment and Work Culture among Low Scored Managers.

Ha6.3: Correlation between Overall Union Commitment and Work Culture among High Scored Clerks.

Ha6.4: Correlation between Overall Union Commitment and Work Culture among Low Scored Clerks.

Ha7:

CORRELATION BETWEEN WORK CULTURE AND PERFORMANCE

Ha7.1: Correlation between Work Culture and Performance among High Scored Managers.

Ha7.2: Correlation between Work Culture and Performance among Low Scored Managers.

Ha7.3: Correlation between Work Culture and Performance among
High Scored Clerks.

Ha7.4: Correlation between Work Culture and Performance among Low Scored Clerks.

Ha8:

CORRELATION BETWEEN WORK CULTURE AND QUALITY OF WORK LIFE

Ha8.1: Correlation between Overall Work Culture and Quality of Work Life among High Scored Managers.

Ha8.2: Correlation between Overall Work Culture and Quality of Work Life among Low Scored Managers.

Ha8.3: Correlation between Overall Work Culture and Quality of Work Life among High Scored Clerks.

Ha8.4: Correlation between Overall Work Culture and Quality of Work Life among Low Scored Clerks.

Ha9:

CORRELATION BETWEEN WORK CULTURE AND UNION COMMITMENT

Ha9.1: Correlation between Overall Work Culture and Union Commitment of High Scored Managers.

Ha9.2: Correlation between Overall Work Culture and Union Commitment of Low Scored Managers.

Ha9.3: Correlation between Overall Work Culture and Union Commitment of High Scored Clerks.

Ha9.4: Correlation between Overall Work Culture and Union Commitment of Low Scored Clerks.

Ha10: CORRELATION BETWEEN OVERALL UNION COMMITMENT, OVERALL QUALITY OF WORK LIFE AND OVERALL WORK CULTURE IN RELATION TO PERFORMANCE.

Ha11: JOINT EFFECT OF TOTAL UNION COMMITMENT, TOTAL QUALITY OF WORK LIFE AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE OF THE MANAGERS AND CLERKS OF THE BANK.
Ha12: THE CORRELATION BETWEEN TOTAL UNION
COMMUNITY, TOTAL QUALITY OF WORK LIFE
AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE
OF THE MANAGERS.

Ha13: JOINT EFFECT OF TOTAL UNION COMMITMENT,
TOTAL QUALITY OF WORK LIFE AND TOTAL WORK
CULTURE ON TOTAL PERFORMANCE OF
THE MANAGERS.

Ha14: THE CORRELATION BETWEEN TOTAL UNION
COMMUNITY, TOTAL QUALITY OF WORK LIFE
AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE
OF THE CLERKS.

Ha15: JOINT EFFECT OF TOTAL UNION COMMITMENT,
TOTAL QUALITY OF WORK LIFE AND TOTAL WORK
CULTURE ON TOTAL PERFORMANCE OF THE CLERKS.

3.05 DESIGN OF THE RESEARCH STUDY

The present research intends to investigate the quality of work life,
union commitment and work culture in relation to the performance among
the bank employees. In the present study, performance is the dependent
variable. Union commitments, quality of work life and work culture are the
independent variables.

3.06 SAMPLE

The present study is intended to investigate the impact of quality of work
life, Union commitment and Work culture on the performance of bank
employees. The total sample selected for the study consists of 500 bank
employees, among which 160 are managers and 340 are clerks. The sample
selected is from banks of Hubli-Dharwad, of Karnataka State, India.
Table- 3.1

Sample for the study

<table>
<thead>
<tr>
<th>Sample</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>160</td>
</tr>
<tr>
<td>Clerks</td>
<td>340</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
</tr>
</tbody>
</table>

The inclusive criteria for selecting the sample is from nationalized banks employees of India.

The exclusive criteria were the employees from the co-operative and non-nationalized banks. The purposive sampling technique was adopted to collect the data.

3.07 MEASURE

The following were the tools to measures employed for the present study.

i) Quality of Work Life,

ii) Union Commitment and

iii) Work Culture on performance.

iv) Personal Data Sheet

3.07.1 Measurement of Quality of Work Life

There are many scale developed to measure the quality of work life. The researcher has selected, Quality of work life-Conditions and Feelings (QWL C&F) developed by Marshall Saah Kin and Joseph. J. Lengermann, which is the result of ten years research program that is based on classical sociological analysis of the relations between work and workers in society.

Quality of work life scale for present research as developed by Marshall Saah Kin and Joseph J. Longermann has covers two factors. Quality of Work Life- Feelings, which consists of 10 items and the respondent has to response by marking (_) in appropriate places. The responses for example are as follows;
Table-3.2
Items of Quality of Work Life-Feelings Scale.

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Particular</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I like the sort of work that I am doing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Another factors is Quality of Work Life conditions, which consist of 25 items, and here also the respondent has to respond by marking a check mark (_/) in appropriate places. They are as eg. ----

Table-3.3
Items of Quality of Work Life-Conditions Scale.

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Particular</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>People in any position area allowed to make decision but most of the decisions about their work have to be referred to their supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table-3.4
Dimensions of Quality of Work Life- Conditions

Quality of Work Life – conditions consists of five dimensions as bellow;

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Dimension</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Autonomy</td>
<td>1,6,11,16,21</td>
</tr>
<tr>
<td>2</td>
<td>Personal growth opportunity</td>
<td>2,7,12,17,22</td>
</tr>
<tr>
<td>3</td>
<td>Work speed and Routine</td>
<td>3,8,13,18,23</td>
</tr>
<tr>
<td>4</td>
<td>Work Complexity</td>
<td>4,9,14,19,24</td>
</tr>
<tr>
<td>5</td>
<td>Task Related Interaction</td>
<td>5,10,15,20,25</td>
</tr>
</tbody>
</table>
Reliability:

The split half method of reliability for Quality of Work Life Scale is 0.925.

3.07.2 Measurement of Union Commitment:

Many researches have been undertaken to study the union commitment and developed the scale to measure it. Some of the scales have been mentioned below; they are as follows;

Union commitment scale by Funhai of 24 items;
Union Commitment scale of L. Freindman and R.J.Harrey;
Union Commitment scale developed by M.E.Gordon et. al.,
Union Commitment scale developed by Bert Klanderman’s
Union Commitment scale developed by Lois E Tetrick et. al.. and M.I.Joseph and B. Dharamangadan.

The researcher selected the Union Commitment scale developed by R.J.Ladd et.al. 1980 for use for the present study for measuring the union commitment.

Union Commitment Scale by R.J.Ladd et.al, 1980:

The union commitment scale was developed by R.J.Ladd, et.al, 1980. It consists of 28 statements. Each statement has five responses.

The respondent has to respond by marking a check mark (✓) to one of the appropriate places. They are presented as follows:

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Union Commitment Item</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It is every union member’s responsibility to see it that management, “lives up to” all the terms of contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table-3.6
Dimension of the scale of Union Commitment

The scale consists of four dimensions, they are:

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Dimension</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Union Loyalty</td>
<td>5, 10, 11, 12, 15, 17, 25, 26, 28</td>
</tr>
<tr>
<td>2</td>
<td>Responsibility to the union</td>
<td>1, 2, 4, 7</td>
</tr>
<tr>
<td>3</td>
<td>Willingness to work for unions</td>
<td>8, 14, 19, 21</td>
</tr>
<tr>
<td>4</td>
<td>Belief in unionism</td>
<td>3, 6, 9, 13, 16, 18, 20, 22, 23</td>
</tr>
</tbody>
</table>

This union commitment scale measures the different dimensions, they are,

1. Union loyalty
2. Responsibility to the union
3. Willingness to work for the union and
4. Belief in unionism

This scale consists of 28 items with 5 alternative answers, representing 5 different values. And these 28 items are divided in terms of their dimensionality,

1. Union loyalty

This factor correlates with each member's characteristics, socialization experience and work role factors. This factor clearly shows that the clearness of awareness of benefits occurring to the individual stemming from membership and this factor also indicates that the instrumentality of the labor organization for satisfying members needs which are reflected.

2. Responsibility of the union

This factor seems to represent the member's sense of responsibility toward the union. It measures the degree of willingness to fulfill the day-to-day obligations and duties of members in order to protect the interest of the union. This factor indicates the acknowledgement and acceptance of union expectations regarding members supply and reliance on, negotiated mechanisms for dealing with management.
3. Willingness to work for the union

This factor represents the member's readiness to do some special work on behalf of the union. This factor also indicates that the willingness of a member to expend extra energy in the service of the union, "above and beyond they can do duty". And it also describes the member's readiness to engage in activities involving higher personal costs.

4. Belief in unionism

This factor considered as a pure artifact and negative oriented, and this factor is in consistent with the fact that its resolution to the problems and this factor also correlated with attitudes towards union in general.

5. Scoring of Union Commitment

This scale measures the 4 dimensions of union commitment and this scale has 28 items, which are scored 1 to 5 points respectively, and total across the items according to their dimensionality. In this scale, 14 items are positive and another 14 items are negative.

<table>
<thead>
<tr>
<th>Table -3.7</th>
<th>Positive items scored of Union Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>Agree</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table -3.8</th>
<th>Negative items scored of union commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>Agree</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>
Reliability:

The split half method of reliability for Union Commitment Scale is 0.898.

3.07.3 Measurement of Work Culture

Work culture is an important concern of today's industry. Many research studies have been conducted on work culture. For the present study, the researcher has administered Work Culture scale developed by Jai.B.P.Sinha,-consists of 18 items and five dimensions. They are as below:

Table-3.9

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Dimension</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Time Management</td>
<td>1,2,3,4,5,6,( o and b)</td>
</tr>
<tr>
<td>2</td>
<td>Job affect</td>
<td>7,8,9,10,11,12,13 (consisted 10 statement)</td>
</tr>
<tr>
<td>3</td>
<td>Organization</td>
<td>14, (consisted 24 statement), 15,16</td>
</tr>
<tr>
<td>4</td>
<td>Values</td>
<td>17 (consisted 105 statement)</td>
</tr>
<tr>
<td>5</td>
<td>Value Grid</td>
<td>18, (consisted 21 statement)</td>
</tr>
</tbody>
</table>

Job affect is a pure measure of how managers felt about their specific jobs. The scale measuring job affect consisted of ten items, of which six were positively worded, and the remaining four negatively. Examples of the items (with their negative and positive nature in parenthesis) are the following:

No. | Items
--- | ---
7.  | I feel good while I am working (Positive)
8.  | I am proud of the job I am doing (Positive).
2.  | My present job does not interest me (Negative).
9.  | I am somehow pulling on (Negative)

These items were rated on a 4-point scale with quite true (4), True (3), False (2), and Quite false (1) as the anchor points. The scores on the negative items were reversed before adding them. The possible score range was from ten to forty.
**Time Distribution**

The activity component or the extent of participation in work role can be measured by asking how much time one devotes to working compared to other life role.

Time distribution thus generated two variables: (a) the hours actually spent in work and non-work roles; and (b) "the amount of time preferred to be spent in work and non-work roles.

**Hard work**

The hours allocated to work essence amount to a temporal span between punch-in and punch-out hours. What happens in between is often left unaccounted. Our observation is that part of the work hours is often spent in meeting social and personal obligations. Hence, a better indicator may be the respondent's subjective estimate of how hard he/she works. Such estimates, although general in nature, capture the essence of efforts put into Work. Hence, it was considered to be a more sensitive measure of work behaviour. The rating was obtained on a 4-point scale ranging from Work Leisurely (1), lightly (2), hard but not so hard (3), to Very hard (4). The score range was from one to four.

**Job Clarity**

Job knowledge involved clarity of information about a manager's authority, rights, responsibilities, guidelines for making decisions, quality of their performance, expectations of the organization, etc. Altogether ten items constituted the scale. The Items were rated on a 4 point scale, ranging from Not at all clear (1) to Quite clear (4), with Not so clear (2) and Clear (3) in the middle. Thus the job clarity scores ranged from ten to forty.

**Job and Life Satisfaction**

This is also an affective variable. It is a feeling which is a function of the perceived relationship between all that one wants from the job/life and all that one perceives it as offering or entailing. It is thus an outcome variable whereas
job affect is an intervening vale in the sense that the positive feeling about a job (i.e., job affect) may lead to 'pleasurable emotion' (i.e., job satisfaction) if the job helps to satisfy one's needs. If it does not, one may feel dissatisfied but, conceivably, still be positive about one's job, at least for a while. One can blame extraneous factors for one's dissatisfaction and keep one's involvement intact. Eventually, the two are likely to overlap: job affect may lead to job satisfaction, and job satisfaction may induce greater positive feelings about one's job. Job satisfaction was measured with the help of a single item on a 4 point scale ranging from Quite dissatisfied (1), Dissatisfied (2), Satisfied (3), to Quite satisfied (4). As a reference point, the managers were also asked to rate 'how satisfied they were with their life as a whole' on the same 4-point rating scale. The idea was to check the spillover effect of over all satisfaction in life on the manager's job satisfaction or vice versa.

Value Expectancies

Value expectancy means the chance to realize an important value with the help or anticipated help of work each item was rated for its degree of importance ranging from, Little important (1), Somewhat important (2), important (3), to Very important (4). Thus, for each value the range of scores was from five to twenty.
### TABLE 3.10

**Values Scales and Sample Statement of Work Culture**

<table>
<thead>
<tr>
<th>Value Dimension</th>
<th>Sample Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ability utilization</td>
<td>Use all my skills and knowledge.</td>
</tr>
<tr>
<td>2. Achievement</td>
<td>Have results which show that I have done well. Get ahead.</td>
</tr>
<tr>
<td>3. Advancement</td>
<td>Make life more beautiful.</td>
</tr>
<tr>
<td>5. Altruism</td>
<td>Tell others what to do.</td>
</tr>
<tr>
<td>6. Authority</td>
<td>Act on my own.</td>
</tr>
<tr>
<td>7. Autonomy</td>
<td>Discover, develop, or design new things.</td>
</tr>
<tr>
<td>8. Creativity</td>
<td>Have a high standard of living.</td>
</tr>
<tr>
<td>9. Economic rewards</td>
<td>Live according to my own ideas.</td>
</tr>
<tr>
<td>10. Life style</td>
<td>Develop as a person.</td>
</tr>
<tr>
<td>11. Personal development</td>
<td>Get a lot of exercise.</td>
</tr>
<tr>
<td>12. Physical activity</td>
<td>Be admired for my knowledge and skills.</td>
</tr>
<tr>
<td>13. Prestige</td>
<td>Do risky things.</td>
</tr>
<tr>
<td>14. Risk</td>
<td>Do things with other people.</td>
</tr>
<tr>
<td>15. Social interaction</td>
<td>Be with friends.</td>
</tr>
<tr>
<td>16. Social relations</td>
<td>Have everyday be different in some way from the one before it.</td>
</tr>
<tr>
<td>17. Variety</td>
<td>Have good space and light in which to work. Live where people of my religion and race are accepted.</td>
</tr>
<tr>
<td>18. Working conditions</td>
<td>Work hard physically.</td>
</tr>
<tr>
<td>19. Cultural identity</td>
<td>Be where employment is regular and secure.</td>
</tr>
<tr>
<td>20. Physical power</td>
<td></td>
</tr>
<tr>
<td>21. Economic security</td>
<td></td>
</tr>
</tbody>
</table>

Source: Super & Nevill (1986, P.8)

The managers rated on a 4-point scale the extent to which their experiences helped or anticipated to help realize the particular value. The anchor points on the scale were *Little or none* (1), *Some* (2), *Quite a lot* (3), and *To a great deal* (4). The product of the importance and instrumentality scores for each value area yielded a set of twenty-one value expectancies, the possible range of the product scores was from five to eighty.
Organizational Climate Factors

Six climate factors were measured with the help of four items each, two of which were negatively worded. The factors are listed in the following pages. Working Condition referred to the facilities available at the work place. Examples of positive and negative items are: The organization provides all the necessary facilities for work, and the necessary safety and health measures are inadequate.

Superior-Subordinate Relationship was operationalised as a kind of positive relationship in which a superior expects his subordinates to work hard and the subordinates willingly comply with the superior's directions. Examples of items are: The superior demands that the targets are realized and the seniors do not care, if their subordinates do not work.

Work Pressure was measured by the items related to workload. Examples of positive and negative items are: Workload is very heavy, and there is not enough work for everybody.

Work Norms meant shared expectations that employees should and they indeed do work hard in the organization. Examples of the items are: There is a tradition of hard work in the organization, and nobody cares for work.

Up-to-date Technology was relevant only for the manufacturing organizations. The items measured how the managers perceived the state of the technology in their organization. For example, the plant has the latest machines and equipment, and the plant and machines are poorly maintained.

Reinforcement meant the perception that hard and sincere work was rewarded in the organization. Examples of positive and negative items are: Hard work is amply rewarded, and Politics, not hard work, pays here.

Thus, altogether there were twenty-four statements about organizations which were rated on a 4-point scale of Quite False (1), False (2), True (3), and Quite true (4). Scores for the negatively keyed items were reversed. Thereafter, the scores were summated across four items to yield the composite score for
each of the climate factors. The possible range for the climate factors was from four to sixteen.

Besides his family, a manager’s friends and relatives also expect him to take time out of his working hours and help them with their problems. He is expected to visit ailing friends and relatives in hospitals and homes, attend social functions, and get their work expedited through his network. Hence, a question was asked inquiring as to how often the managers went out with some personal work or some work of their friends or relatives. The responses were recorded on a 4-point scale ranging from, Rarely (1) Sometimes (2) Frequently (3), to Quite frequently (4). Two complementary questions- how late can a manager come to his office or plant, and how early he can leave his office or plant without feeling uncomfortable – were also asked to ascertain his orientation to compromise with his work role. The rating points were: 1 cannot come late, cannot go out early (0); I can come late/go early by 15 minutes (1); 30 minutes (2); 45 minutes (3); 60 minutes (4); and more than an hour (5)

The counter-pressure from work to non-work roles was measured by asking- (a) Does the managers have to take some work home? How frequently? and (b) Does the manager have to come to office during off hours? How frequently? The frequency ratings were obtained on a 4-point scale ranging from Never (1), rarely (2), Sometimes (3), to frequently (4). The scores on all five items were combined (after reversing the scores of the latter two) to find out a measure of the extent to which a manager meets his social and personal obligations.

Finally, the managers were asked to rate the degree of influence of (a) caste; (b) religion; (c) language groups; (d) region; (e) province; and (f) political affiliation on their work behavior. The ratings were registered again on a 4-point scale of No influence (1), Very little influence (2), some influence (3), and Great deal of influences (4).

Reliability:

The split half method of reliability for Work Culture Scale is 0.951.
3.07.4 Measurement of Performance


In this study some items of Job performance rating scale developed by M.C.Agarmal’s (1979) is utilized Performance Appraisal Report on work, ability to conduct etc.

Reliability:

The split half method of reliability for Performance Scale is 0.83.

3.07.5 Personal Data Sheet

The Personal Data sheet has been used to collect information regarding Name, Age, Sex, Educational Qualifications, Position, Name of Organisation and other particulars.

3.08 DATA COLLECTION

Researcher has administered the R.J.Ladd 1980 Union Commitment scale, quality of Work Life Scale developed by Marshal Saah Kin and Joseph J. Lengermann – and Work Culture Scale developed by Jai.B.P.Sinha and Performance Appraisal Report on Work ability on bank employees in two sessions, and also collected the required information from personal data sheet.

Personal Data Sheet

The Personal Data sheet has been used to collect information regarding Name, Age, Sex, Educational Qualifications, Position, Name of Organisation and other particulars.

The respondents of the study were contacted personally by the investigator. Questionnaires were distributed along with personal Data sheet, Union Commitment scale, quality of work life scale, work cultural scale. The
investigator also requested the manager Senior Managers to rate to the Performance Appraisal Report of their subordinators on work, Ability, Conduct etc.

3.09 DATA PROCESSING

The data collected from respondents were scrutinized, coded, scored, and then transformed into the standard score.

The responses given by each respondent were carefully scrutinized for wrong marking, omissions and commissions. Only such of those answers which were complete in all respects were retained and others rejected.

After scrutinizing the data was tabulated and the total scores were converted into standard score.

3.10 ANALYSIS OF RESULTS

The derived Standard scores of Performance of clerks and managers of bank employee are converted into the Standard scores, namely, Quality of Work Life, Union Commitment and Work Culture.

Simple Correlation and Univariate Analysis of Variance are the main statistical techniques used in the present study.

Simple Correlation is Applied:

1) To study the Performance of the Clerks and Managers in relation to Quality of Work Life, Union Commitment and Work Culture.

2) To study the high and low Performance groups of the Clerks and Managers in relation to Quality of Work Life, Union Commitment and Work Culture.

Univariate Analysis of Variance:

1) To study the joint effect of Total union commitment, Total Quality of Work Life and Total Work Culture on Total Performance of Managers and Clerks of Bank.

2) To study the effect of Total union commitment, Total Quality of Work
Life and Total Work Culture on Total Performance of Managers.

3) To study the effect of Total union commitment, Total Quality of Work Life and Total Work Culture on Total Performance of Clerks of Bank.