CHAPTER V

SUMMARY, CONCLUSIONS AND SCOPE FOR FURTHER RESEARCH
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5.01 SUMMARY:

The present study was undertaken with the main objective of understanding the level of impact of quality of work life, union commitment and work culture on the performance of bank employees.

The following hypotheses were formulated and tested. And the inferences were drawn.

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.
Ha₁,₄: Correlation between Quality of Work Life and Performance among Low Scored Clerks.

Ha₂: CORRELATION BETWEEN QUALITY OF WORK LIFE AND UNION COMMITMENT.
Ha₂,₁: Correlation between Overall Quality of Work Life and Union Commitment among High Scored Managers.
Ha₂,₂: Correlation between Overall Quality of Work Life and Union Commitment among Low Scored Managers.
Ha₂,₃: Correlation between Overall Quality of Work Life and Union Commitment among High Scored Clerks.
Ha₂,₄: Correlation between Overall Quality of Work Life and Union Commitment among Low Scored Clerks.

Ha₃: CORRELATION BETWEEN QUALITY OF WORK LIFE AND WORK CULTURE
Ha\textsubscript{3.1}: Correlation between Overall Quality of Work Life and Work Culture among High Scored Managers.

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

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

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

Ha\textsubscript{4}: CORRELATION BETWEEN UNION COMMITMENT AND PERFORMANCE

Ha\textsubscript{4.1}: Correlation between Union Commitment and Performance among High Scored Managers.

Ha\textsubscript{4.2}: Correlation between Union Commitment and Performance among Low Scored Managers.

Ha\textsubscript{4.3}: Correlation between Union Commitment and Performance among High Scored Clerks.

Ha\textsubscript{4.4}: Correlation between Union Commitment and Performance among Low Scored Clerks.

Ha\textsubscript{5}: CORRELATION BETWEEN OVERALL UNION COMMITMENT AND QUALITY OF WORK LIFE

Ha\textsubscript{5.1}: Correlation between Overall Union Commitment and Quality of Work Life among High Scored Managers.

Ha\textsubscript{5.2}: Correlation between Overall Union Commitment and Quality of Work Life among Low Scored Managers.

Ha\textsubscript{5.3}: Correlation between Overall Union Commitment and Quality of Work Life among High Scored Clerks.

Ha\textsubscript{5.4}: Correlation between Overall Union Commitment and Quality of Work Life among Low Scored Clerks.

Ha\textsubscript{6}: CORRELATION BETWEEN OVERALL UNION COMMITMENT AND WORK CULTURE.

Ha\textsubscript{6.1}: Correlation between Overall Union Commitment and Work Culture among High Scored Managers.

Ha\textsubscript{6.2}: 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.
Ha_{9.4}: Correlation between Overall Work Culture and Union Commitment of Low Scored Clerks.

Ha_{10}: CORRELATION BETWEEN OVERALL UNION COMMITMENT, OVERALL QUALITY OF WORK LIFE AND OVERALL WORK CULTURE IN RELATION TO PERFORMANCE.

Ha_{11}: 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.

Ha_{12}: THE CORRELATION BETWEEN TOTAL UNION COMMITMENT, TOTAL QUALITY OF WORK LIFE AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE OF THE MANAGERS.

Ha_{13}: JOINT EFFECT OF TOTAL UNION COMMITMENT, TOTAL QUALITY OF WORK LIFE AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE OF THE MANAGERS.

Ha_{14}: THE CORRELATION BETWEEN TOTAL UNION COMMITMENT, TOTAL QUALITY OF WORK LIFE AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE OF THE CLERKS.

Ha_{15}: JOINT EFFECT OF TOTAL UNION COMMITMENT, TOTAL QUALITY OF WORK LIFE AND TOTAL WORK CULTURE ON TOTAL PERFORMANCE OF THE CLERKS.

The total sample selected for this study consists of 500 bank employees, of which 160 are managers and 340 are clerks. The samples selected are from Nationalized Banks of Hubli-Dharwad, of Karnataka State, India.

The following measures were used to collect data:

i) M.C. Agarawala: Performance Appraisal Report

iii) R.J.Ladd, et.al: Union Commitment Questionnaire.
iv) Jai.B.P.Sinha: Work Culture Questionnaire.
v) Personal Data Sheet has been used to collect information regarding Name, Age, Education, Name of Bank, Length of Service 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 Managers and Senior Managers to rate the Performance Appraisal Report of their subordinates regarding their work, Ability, and Conduct etc.

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

The responses given by each respondent were carefully scrutinized to find out wrong marking, omissions and commissions. Only such of those answers which where complete in all respects were retained, and others were rejected. After scrutinizing the entire collection, the data was tabulated, and the total scores were converted into standard score.

The Simple Correlation and Analysis of variance were the main statistical techniques used in the present study.

Simple Correlation and analysis of Variance were applied: to study the Quality of Work Life, Union Commitment and Work Culture in relation to Performance of bank employees.

To study the relationship between Quality of Work Life, Union commitment, Work Culture and Performance of Mangers and Clerks of the Bank, the median score of the variables is taken as the criterion for regrouping them as High Scored Managers, Low Scored Mangers, and High Scored Clerks and Low Scored Clerks.
5.02 CONCLUSIONS:

On the basis of the obtained facts and their discussions, the following conclusions are arrived at;

The obtained Pearson’s Correlation Coefficient value between Quality of Work Life Dimension of Autonomy (D1) and Performance of High Scored Managers of Bank Employees is found to be significant.

The Correlation Coefficient value between Quality of Work Life Dimensions of Autonomy (D1), Quality of Work Life Dimension of Work Speed &Routine (D3) and Quality of Work Life Dimension of Task Related Interactions (D5) and Performance of Low Scored Managers of Bank Employees are significant.

The Correlation Coefficient value between Quality of Work Life Dimensions of Work Speed &Routine (D3), Quality of Work Life Dimensions Work Complexity (D4), and Quality of Work Life Dimensions of Task Related Interactions (D5) and Performance of High Scored Clerks of Bank Employees are found to be significant.

The Correlation Coefficient value between Quality of Work Life Dimensions Work Complexity (D4), and Quality of Work Life Dimensions of Task Related Interactions (D5) and Performance of Low Scored Clerks of Bank Employees are found to be significant.

The Correlation Coefficient value between Union Commitment Dimension of Responsibility to the Union (D2) and Union Commitment dimension of Willingness to Work for Union (D3) and Overall Quality of Work Life of High Scored Managers of Bank Employees are found to be significant.

The Correlation Coefficient value between Union Commitment Dimension of Union Loyalty (D1), Union Commitment Dimension of Responsibility to the Union (D2), Union Commitment dimension of Willingness to work for Union (D3), and Overall Union Commitment and
Overall Quality of Work Life of High Scored Clerks of Bank Employees are found to be positive and significant.

The Correlation Coefficient value between Union Commitment Dimension of Responsibility to the Union (D2) and Overall Quality of Work Life of Low Scored Clerks of Bank Employees are found to be significant.

The Correlation Coefficient value between Work Culture Dimension of Time Management (D1), Work Culture Dimension of Values (D4), Work Culture Values Grid (D5) and Overall Work Culture and Overall Quality of Work Life of High Scored Managers of Bank Employees are found to be positive and significant.

The Correlation Coefficient value between Work Culture Dimension of Time Management (D1) and Overall Quality of Work Life of Low Scored Managers of Bank Employees is found to be significant.

The Correlation Coefficient value between Work Culture Dimension of Time Management (D1), Work Culture Dimension of Values (D4), and Overall Work Culture and Overall Quality of Work Life of High Scored Clerks of Bank Employees are found to be positive and significant.

The Correlation Coefficient value between Union Commitment Dimension of Union Loyalty (D1) and Performance of High Scored Managers of Bank Employees is positive and significant.

The Correlation Coefficient value between Union Commitment Dimension of Belief in Unionism (D4) and Performance of High Scored Clerks of Bank Employees is found to be positive and significant.

The Correlation Coefficient value between Union Commitment Dimension of Willingness to Work for Union (D3) and Performance of Low Scored Clerks of Bank Employees is found to be positive and significant.

The Correlation Coefficient value between Quality of Work Life Dimension of Autonomy (D1), Quality of Work Life Dimension of Personal Growth Opportunity (D2), Quality of Work Life Dimension of Work Life.
Complexity (D4), Quality of Work Life Dimension of Task related interaction (D5), Quality of Work Life Dimension of Feelings (D6), Overall Quality of Work Life and Overall Union Commitment of High Scored Managers of Bank Employees are found to be positive and significant.

The Correlation Coefficient value between Quality of Work Life Dimension of Autonomy (D1), Quality of Work Life Personal Growth Opportunity (D2), Quality of Work Life Dimension of Work Complexity (D4), Quality of Work Life Dimension of Feelings (D6), Overall Quality of Work Life and Overall Union Commitment of Low Scored Managers of Bank Employees are found to be significant.

The Correlation Coefficient value between Quality of Work Life Dimension of Personal Growth Opportunity (D2), Quality of Work Life Work Dimension of Complexity (D4), Quality of Work Life Dimension of Task related interaction (D5), Quality of Work Life Dimension of Feelings (D6), Overall Quality of Work Life and Overall Union Commitment of High Scored Clerks of Bank Employees are significantly correlated.

The Correlation Coefficient value between Quality of Work Life Dimension of Autonomy (D1), Quality of Work Life Dimension of Personal Growth Opportunity (D2), Quality of Work Life Dimension of Work Complexity (D4), Quality of Work Life Dimension of Feelings (D6), Overall Quality of Work Life and Overall Union Commitment of Low Scored Clerks of Bank Employees are significant.

The Correlation Coefficient value between Work Culture Dimension of Time Management (D1), Work Culture Dimension of Values (D4), Work Culture Dimension of Values Grid (D5), Overall Work Culture and Overall Union Commitment of High Scored Managers of Bank Employees are positive and significantly correlated.

The Correlation Coefficient value between Work Culture Dimension of Time Management (D1), Work Culture Dimension of Job (D2), Work Culture Dimension of Values Grid (D5), Overall Work Culture and Overall Union
Commitment of High Scored Clerks of Bank Employees are positive and significant.

The Correlation Coefficient value between Work Culture Dimension of Time Management (D1) and Overall Union Commitment of Low Scored Clerks of Bank Employees is significant.

The Correlation Coefficient value between Work Culture Dimension of Job (D2) and Overall Work Culture and Performance of Low Scored Managers of Bank Employees are positive and significant.

The Correlation Coefficient value between Work Culture Dimension of Organisation (D3) and Work Culture Dimension of Value (D4) and Performance of High Scored Clerks Bank Employees are positive and significant.

The Correlation Coefficient value between Work Culture Dimension of Value Grid (D5) and Performance of Low Scored Clerks of Bank Employees is significantly correlated.

The Correlation Coefficient value between Quality of Work Life Dimension of Autonomy (D1), Quality of Work Life Dimension of Personal Growth Opportunity (D2), Quality of Work Life Dimension of Work Complexity (D4), Quality of Work Life Dimension of Task Related Interactions (D5), Quality of Work Life Dimension of Feeling (D6), and Overall Quality of Work Life and Overall Work Culture among High Scored Managers of Bank Employees are positive and significantly correlated.

The Correlation Coefficient value between Quality of Work Life Dimension of Task Related Interactions (D5) and Overall Work Culture among Low Scored Managers of Bank Employees is significant.

The Correlation Coefficient value between Quality of Work Life Dimension of Autonomy (D1), Quality of Work Life Dimension of Work Speed & Routine (D3), Quality of Work Life Dimension of Task Related
Interactions (D5) and Overall Work Culture of Low Scored Clerks of Bank Employees are significant.

The Correlation Coefficient value between Union Commitment Dimension of Union Loyalty (D1), Union Commitment Dimension of Responsibility to the Union (D2), Union Commitment Dimension of Willingness to Work for Union (D3), and Overall Union Commitment and Overall Work Culture are positive and significantly correlated among High Scored Managers.

The Correlation Coefficient value between Union Commitment Dimensions of Union Loyalty (D1), Union Commitment Dimension of Responsibility to the Union (D2), Union Commitment Dimensions of Willingness to Work for Union (D3), and Overall Union Commitment and Overall Work Culture are positive and significant.

The Correlation Coefficient value between Union Commitment Dimension of Belief in Unionism (D4) and Overall Work Culture of Low Scored Clerks of Bank Employee is found to be significant.

The Pearson Correlation Coefficient was calculated for the variables Overall Union Commitment and Overall Quality of Work Life the result indicate that there is significant correlation. Correlation of Overall Union Commitment and Overall Work Culture is also significant. Further, the Correlation between the variables of Overall Union Commitment and Overall Performance is also significant.

The joint effect of variances was calculated by Univariate Analysis of Variance of Total Union Commitment (TUC), Total Quality of Work Life (TQWL) and Total Work Culture (TWC) on Performance are also significant.

The Pearson Correlation Coefficient was calculated for the variables Total Manager Union Commitment (MUC) and Total Manager Quality of Work Life (MQWL) and Total Manager Work Culture (MWC) of managerial
group, the result indicates that there is significant correlation between the variables.

The joint effect of variances was calculated by Univariate Analysis of Variance of total Manager Union Commitment (MUC) and total Manager Quality of Work Life (MQWL) on Performance is significant.

The Pearson Correlation Coefficient was calculated for the variables Clerks Union Commitment (CUC) and Clerks Quality of Work Life (CQWL) and Clerks Work Culture (CWC) of Clerical group, the result indicates that there is significant.

The joint effect of variances was calculated by Univariate Analysis of Variance of Clerks Quality of work life (CQWL) and Clerks Work Culture (CWC) on Performance of Clerical group are significant.

Theoretically, the findings are expected to enrich the existing knowledge regarding the Quality of Work Life, Union Commitment, Work Culture and Performance of Bank employees. The findings are useful in the human resource management and also helpful to the individual in their work performance.

5.03 SCOPE FOR FURTHER RESEARCH:

The findings of the present investigation suggest a number of ‘Research Problems’ for further research. They are as follows;

1. A study of Coping Stress among Bank employees.
2. A study of Organisational Climate and Work Values of Professional and Non-Professional.
3. A study of Job Performance among Yoga and Non-Yoga practitioners.
4. A study of relation between Union Commitment and Job Involvement.