Chapter III

Plan and Procedure
CHAPTER III

PLAN AND PROCEDURE

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CHAPTER III

PLAN AND PROCEDURE

3.1 Background of Present Study:

Job satisfaction plays a predominant role in an individual's social life as well as in the organisation. The current line of thinking holds that job satisfaction is a multifactorial complex phenomenon involving intricate factors. Therefore, the advances in the study of job satisfaction must include elaborations of a number of interacting variables that might add to the better understanding of the complex nature of job satisfaction. With this in mind the present study is an endeavor undertaken to throw light on possible additional psychological variables.

The previous chapter contained a detailed account of the research on job satisfaction, work values and organizational health carried out in past and in recent time. Apart from giving an insight into the problem, it has also helped the investigator in planning the present research problem.
Planning is a necessary adjunct even for an ordinary day to day work and when a work is spread over a number of weeks and months, planning must be at the core, if the work is to be completed without any confusion or disarray. The present research is a multidimensional study. Hence, every care and caution must be taken in preparing and executing the plan and arriving at definite and varied conclusions. The study sets forth a major hypothesis for assessing bank employees' effectiveness in terms of job satisfaction and work value and whether job satisfaction and work values are systematically related to how they perceive their organizational health and to psychosocial demographic variables. Thus the study envisages two phases related to three important variables namely, organizational health, job satisfaction and work value.

For the present investigation, it has four independent variables each at two levels. The dependent variables are the job satisfaction scores and six work value scores obtained by the subjects on respective tests. Table 3.1 below gives the name of variables and the levels at which they are operating.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Variables</th>
<th>Nature of Variables</th>
<th>Number of Levels</th>
<th>Name of the Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Organizational Health</td>
<td>Independent</td>
<td>2</td>
<td>High Organizational Health (HOH)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Low Organizational Health (LOH)</td>
</tr>
<tr>
<td>2.</td>
<td>Type of Banking Organization</td>
<td>Independent</td>
<td>2</td>
<td>Nationalized Banks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Co-operative Banks</td>
</tr>
<tr>
<td>3.</td>
<td>Cadre of Respondent</td>
<td>Independent</td>
<td>2</td>
<td>Officers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Clerks</td>
</tr>
<tr>
<td>4.</td>
<td>Number of Dependents</td>
<td>Independent</td>
<td>2</td>
<td>Upto 3 Dependents</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>More than 3 Dependents</td>
</tr>
<tr>
<td>5.</td>
<td>Job Satisfactions</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on Job Satisfaction</td>
</tr>
<tr>
<td>6.1</td>
<td>Work Value of Social status of Job</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on work value of social status of Job</td>
</tr>
<tr>
<td>6.2</td>
<td>Work Value of Activity Preference</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on work value of Activity Preference</td>
</tr>
<tr>
<td>6.3</td>
<td>Work Value of Upward Striving</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on work value of Upward Striving</td>
</tr>
<tr>
<td>6.4</td>
<td>Work Value of Attitude toward Earnings</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on work value of Attitude toward Earnings</td>
</tr>
<tr>
<td>6.5</td>
<td>Work Value of Pride in Work</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on work value of Pride in Work</td>
</tr>
<tr>
<td>6.6</td>
<td>Work Value of Job Involvement</td>
<td>Dependent</td>
<td>1</td>
<td>Scores on work value of Job Involvement</td>
</tr>
</tbody>
</table>
3.2 Statement of the Problem:

The present study tries to analyze the job satisfaction and work values of bank employees in relation to their perception of organizational health as well as some socio-personal variables. The role of banking industry in India presumably is to act as a change agent to promote social and economic development. In order to pursue these developmental objectives and to have a direct control on banks, most of the major banks were nationalized. On the other hand the co-operative movement, after the independence, also resulted in a second front to provide financial help to community. In other words, the co-operative sector banks are also playing a vital role and often they are main competitors of nationalized banks. The main aim of the present investigation has been to study the organizational health, job satisfaction and work values of bank employees of Rajkot region in context of certain demographic variables. The exact problem of the present study runs thus:

"A STUDY OF ORGANIZATIONAL HEALTH (OH), JOB SATISFACTION (JS), AND WORK VALUES (WS) AMONG BANK EMPLOYEES"
3.3 Aim of the Present Investigation:

The aim of the present study has been to find out the impact of perceived organizational health upon the job satisfaction as well as work values among the bank employee of Saurashtra region particularly of Rajkot region in the context of some psycho-social variables. It was observed that the level of job satisfaction of professional personnel and/or banking employees in our country is alarming to the management as well as to all those who are directly or indirectly dealing with them. One can increase the degree of job satisfaction and inculcate the desired work values that appropriate organizational goals by introducing healthy norms as well as enhancing higher level of organizational health. Hence, the aim of the present investigation was to study the impact of organizational health on job satisfaction and work value.

3.4 Objectives of the Study:

The following objectives were kept in view:

(1) To assess the perceived organizational health of the varied type of banking organizations.
(2) To study and compare the level of job satisfaction and work values of high perceived organizational health respondents and low perceived organizational health respondents.

(3) To study the effect of type of banking organizations of respondents where they serve, on job satisfaction and work values.

(4) To study the effect of cadre of the respondents, if any, on job satisfaction as well as work values.

(5) To study the effect of number of dependents of bank employees, if any, on job satisfaction as well as work values.

3.5 Formulation of Null-Hypotheses:

It is a fact that hypotheses in any research are very crucial and important. Without hypotheses the research would go into ashtray. It is said that the null hypothesis is a mariner's compass in the research. That is why the investigator has formulated hypotheses in null form whenever they appropriate. The following thirty five null hypotheses were formulated to study main effects as well as interactive effects on the dependent variables job satisfaction as well as work values:
HO.1: There is no significant mean difference between the mean scores of job satisfaction of bank employees who are perceiving organizational health as high and low.

HO.2: There is no significant difference between the mean scores of job satisfaction of nationalized bank employees and co-operative bank employees.

HO.3: There is no significant difference between the mean scores of job satisfaction of officers and clerks of banks.

HO.4: There is no significant difference between the mean scores of job satisfaction of the bank employees who have up to three dependents in family and more than three dependents in family.

HO.5: There is no significant interaction effect between/among various independent variables on the mean scores of job satisfaction.

HO.6: There is no significant mean difference between the scores of work value - social status of job, of bank employees who are perceiving organizational health as high and low.
There is no significant mean difference between scores of work value - social status of job, of nationalized bank employees and co-operative bank employees.

There is no significant mean difference between the scores of work value - social status of job, of officers and clerks of banks.

There is no significant mean difference between the scores of work value - social status of job, of bank employees who have up to three dependents in family and more than three dependents in family.

There is no significant interaction effect between/among various independent variables on the mean scores of work value - social status of job.

There is no significant mean difference between the scores of work value - activity preference, of bank employees who are perceiving organizational health as high and low.

There is no significant mean difference between scores of work value - activity preference, of nationalized bank employees and co-operative bank employees.
HO.13: There is no significant mean difference between the scores of work value - activity preference, of officers and clerks of banks.

HO.14: There is no significant mean difference between the scores of work value - activity preference, of the bank employees who have upto three dependents in family and more than three dependents in family.

HO.15: There is no significant interaction effect between/among various independent variables on the mean scores of work value - activity preference.

HO.16: There is no significant mean difference between the scores of work value - upward striving, of bank employees who are perceiving organizational health as high and low.

HO.17: There is no significant mean difference between scores of work value - upward striving, of nationalized bank employees and co-operative bank employees.

HO.18: There is no significant mean difference between the scores of work value - upward striving, of officers and clerks of banks.
HO.19: There is no significant mean difference between the scores of work value - upward striving, of the bank employees who have up to three dependents in family and more than three dependents in family.

HO.20: There is no significant interaction effect between/among various independent variables on the mean scores of work value-upward striving.

HO.21: There is no significant mean difference between the scores of work value - attitude toward earnings, of bank employees who are perceiving organizational health as high and low.

HO.22: There is no significant mean difference between scores of work value - attitude toward earnings, of nationalized bank employees and co-operative bank employees.

HO.23: There is no significant mean difference between the scores of work value - attitude toward earnings, of officers and clerks of banks.

HO.24: There is no significant mean difference between the scores of work value - attitude toward earnings, of the bank employees who have up to three dependents in family and more than three dependents in family.
HO.25: There is no significant interaction effect between/among various independent variables on the mean scores of work value - attitude toward earnings.

HO.26: There is no significant mean difference between the scores of work value - pride in work, of bank employees who are perceiving organizational health as high and low.

HO.27: There is no significant mean difference between scores of work value - pride in work, of nationalized bank employees and co-operative bank employees.

HO.28: There is no significant mean difference between the scores of work value - pride in work, of officers and clerks of banks.

HO.29: There is no significant mean difference between the scores of work value - pride in work, of the bank employees who have up to three dependents in family and more than three dependents in family.
HO.30: There is no significant interaction effect between/among various independent variables on the mean scores of work value - pride in work.

HO.31: There is no significant mean difference between the scores of work value - job involvement, of bank employees who are perceiving organizational health as high and low.

HO.32: There is no significant mean difference between scores of work value - job involvement, of nationalized bank employees and co-operative bank employees.

HO.33: There is no significant mean difference between the scores of work value - job involvement, of officers and clerks of banks.

HO.34: There is no significant mean difference between the scores of work value - job involvement, of the bank employees who have upto three dependents in family and more than three dependents in family.

HO.35: There is no significant interaction effect between/among various independent variables on the mean scores of work value - job involvement.
3.6 Variables:

The present study was designed to investigate the effect of four independent variables shown as below:

A: Independent Variables:

(i) Organisational Health (A) perceived by respondents was included at two levels viz., (1) High perceived organizational health (HOHA1) (2) Low perceived organizational health (LOHA2)

(ii) Type of Banking Organization (B): Subjects were included belonging to two different type of organizations viz., (1) those who were serving in nationalized bank (B1) and (2) those who were serving in co-operative bank (B2).

(iii) Cadre of Respondent (C): Subjects were included at two different cadres viz., (1) those who were officers (C1) and (2) those who were clerks (C2).

(iv) Number of Dependents (D): Subjects were included at two levels viz., those who had (1) upto three dependents in family (D1) and (2) more than three dependents in family (D2).
The investigator has measured job satisfaction as well as six work values of the subjects. The scores achieved by each subject on job satisfaction as well as all the six work values were considered as dependent variables for data analysis. The six work values are as follows:

1. Social Status of job
2. Activity Preference
3. Upward Striving
4. Attitude toward Earnings
5. Pride in Work

In a nutshell the above variables can be tabulated in table form and presented in the following Table: 3.2.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of Variable</th>
<th>Nature of Variable</th>
<th>Nomenclature</th>
<th>Levels</th>
<th>Measuring tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Level of Independent A</td>
<td>High Organizational Health</td>
<td>A1: High</td>
<td>Questionnaire</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low Organizational Health</td>
<td>A2: Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Type of Banking</td>
<td>Nationalized Bank</td>
<td>B1: Nationalized Bank</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Co-operative Bank</td>
<td>B2: Co-operative Bank</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td>3.</td>
<td>Cadre of the Respondent</td>
<td>Officer</td>
<td>C1: Officer</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Clerk</td>
<td>C2: Clerk</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td>4.</td>
<td>Number of Dependents</td>
<td>Upto Three</td>
<td>D1: Upto Three</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>More than three</td>
<td>D2: More than three</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td>5.</td>
<td>Job Satisfactory variable</td>
<td>Score on job satisfaction</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Work Value Social Status of Job</td>
<td>Score on WV* Status of Job</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Work Value Activity Preference</td>
<td>Score on WV* Activity Preference</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Work value- Upward Striving</td>
<td>Score on WV* Upward Striving</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Work value- Attitude toward Earnings</td>
<td>Score on WV* Attitude toward Earnings</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Work value- Pride in work</td>
<td>Score on WV* Pride in work</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>Work value- Job Involvement</td>
<td>Score on WV* Job Involvement</td>
<td>-do-</td>
<td>-do-</td>
<td></td>
</tr>
</tbody>
</table>

* WV - Work Value
3.7 Selection of Research Design:

Looking to the nature of the research questions posed in terms of hypotheses and more than two independent variables at two levels each incorporated, the researcher had no alternative but to go for a research design called Factorial Design of 2X2X2X2 dimensions, where in the size of cell was kept uniform i.e. 30. The interaction effect could only be known from the factorial design. The following schemata represents the design in table 3.3
Table: 3.3
Factorial Design (2X2X2X2)

N = 400, n = 30

<table>
<thead>
<tr>
<th>Organizational Health A</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High Organizational Health A1</td>
<td>Low Organizational Health A2</td>
</tr>
<tr>
<td>Nationalized Bank B1</td>
<td>Co-operative Bank B2</td>
</tr>
<tr>
<td>Officer C1</td>
<td>Clerk C2</td>
</tr>
<tr>
<td>D1</td>
<td>D2</td>
</tr>
<tr>
<td>More than three dependents</td>
<td>More than three dependents</td>
</tr>
<tr>
<td>D1</td>
<td>D2</td>
</tr>
<tr>
<td>More than three dependents</td>
<td>More than three dependents</td>
</tr>
<tr>
<td>D1</td>
<td>D2</td>
</tr>
<tr>
<td>More than three dependents</td>
<td>More than three dependents</td>
</tr>
<tr>
<td>D1</td>
<td>D2</td>
</tr>
<tr>
<td>More than three dependents</td>
<td>More than three dependents</td>
</tr>
</tbody>
</table>
The above design is called Ex-post facto design because the job satisfaction as well as work values have been shown by the respondents before the work have been undertaken. Kerlinger (1973) called this type of design as ex-post facto. Thus the four independent variables and their levels are shown in the table 3.3 along with 30 respondents in all the cells and the total comes to 460 respondents.

3.8 Sample:

The nationalized and co-operative banks situated in the Rajkot region and their employees (only officers and clerks) constituted universe of the present study. Since Rajkot is an important center of Saurashtra region, branches of almost all the public-sector banks are located here. The regional office of some of these banks are also situated here. There are branches of nine co-operative banks also at Rajkot region.

On the basis of status hierarchy, the bank employees can broadly be classified into three categories: (1) Officers, (2) Clerical Staff (Clerks)
and (3) the Subordinate staff. The category of officers includes grade-I and II officers, accountants, branch managers, chief/head cashiers, field officers and probationary officers. Clerical staff includes cashiers and clerk-cum-typists, whereas the subordinate staff includes messengers, guards, peons, sweepers, godown-keepers, draftees and others. In the present investigation the term 'bank employees' include only first two categories viz., Officers and Clerks.

In the present study the work has been mainly individual testing at different places as well as different banks. The essential requirement of any empirical study is that sample should be chosen in such a manner that the results of the investigation could be generalized and the sample selected from the population should be representative of it. The best assurance that a sample will be representative of it is to select it in such a way that every member of population is likely to be included in the sample equally.

In order to ensure the representativeness of the sample, in the initial stage the investigator obtained full information about respondents from both
the type of banking organizations at their respective head quarters. The subjects were selected from both the type of organizations considering the four independent variables in mind.

At the second stage a large sample of nearly one thousand (985) subjects, i.e. bank employees working in nationalized as well as cooperative banks was drawn at random from the Rajkot region of Gujarat State. A list of the banks along with their respective places is given in appendix-A. The final sample consisted of 480 bank employees. For that first, the initial sample was screened preliminarily and 85 respondents were dropped due to incompleteness of the data and the sample consisted of 900 respondents. For the analysis of the data in factorial design only 480 respondents were included. In terms of actual figures, out of the total 480 subjects, 240 each where selected from respondents having high perceived organization health and low perceived organizational health, out of 240 subjects, again, 120 subjects were belonging to nationalized bank agency and the remaining were from co-operative agency. Again out of 120 subjects, 60 respondents belonged to officer cadre and other 60 belonged to clerical cadre. Out of
these 60 respondents 30 subjects had up to three dependents in family and other 30 subjects had more than three dependents in family. Thus the study was conducted with a research factorial design 2X2X2X2, with 30 number of subjects in each cell.

3.9 Tools:

The aim of the present study was to study organizational health, job satisfaction and work values among bank employee of various bank organizations and to find out the relationship among these variables. To accomplish these aims three standardized psychological tests were employed in this study (along with personal data schedule). The psychometric properties of all the three tests are described below:

3.9.1 Psychometric properties of the Test/Tool:

(I) Job Satisfaction

**Name of the Tool**: Job satisfaction scale (JSS)

**Name of the Author/s**: Brayfield, A.H. and Rothe, H. F.

(1951). A Gujarati version
adapted by Parikh (1985) was used in the present investigation.

**Components of the Tool:**
It measures overall job satisfaction.

**Number of Items:**
JSS consists of 18 items with five points.

**Nature of Items:**
Out of 18 items nine items express satisfaction. These items are: 1, 2, 5, 7, 9, 12, 13, 16, and 18. Remaining nine items express dissatisfaction. These items are 3, 4, 6, 8, 10, 11, 14, 15, and 17.

**Categories of Responses:**
Each item has five possible responses viz.:

1. Completely Agreed
2. Agreed to some Extent
3. Uncertain
4. Disagreed to Some Extent
5. Completely Disagreed

**Scoring Procedure:**
The range of responses from completely agreed to completely disagreed are scored 5 to 1.
respectively in items expressing satisfaction. The range of responses from completely agreed to completely disagreed are scored 1 to 5 respectively in items expressing dissatisfaction. The possible range of score in the scale is between 18 and 90.

**Interpretation**

A score upto 54 indicates job dissatisfaction and a score above 54'indicates job satisfaction.

**Reliability**

The original Brayfield-Rothe scale has .87 reliability coefficient established by split half method. The Gujarati version by Dr. J.C. Parikh has reported .87 reliability coefficient established by split-half method and Gondaliya (1992) has reported reliability coefficient .67 by test retest method.
Validity:

The validity of Brayfield-Rothe scale has been established by comparing its score with Hoppock Blank. It has reported .92 validity coefficient. The validity of Gujarati version was established by giving similar scale (Lahiri and Srivastava, 1967) to a group of one hundred engineers by Gondaliya (1992). The validity coefficient was found to be .56.

II Work Values

Name of the Tool: Work Value Scale (WVS)

Name of the Author/s: Wollack’s Work Value Scale (1968)

A Gujarati version of Wollack’s WVS, adapted and standardized by Joshi (1991) was used for the present study.
Components of the Tool:

It measures six work values viz., Social status of job, activity preference, upward striving, attitude toward earnings, pride in work and job involvement.

Number of Items:

WVS Contains 54 items. Each of the six work values has nine items. Below is given number of items belonging to each value.

1. Social status of job
   1,2,3,4,18,26,38,46,50

2. Activity Preference
   5,9,20,27,29,39,47,51,54

3. Upward Striving –
   8,11,19,22,28,31,35,40,42

4. Attitude toward earnings –
   10,15,21,23,30,33,41,48,52

5. Pride in Work –
   12,13,16,32,36,43,45,49,53

6. Job involvement –
   6,7,14,17,24,25,34,37,44
Nature of Items: Out of total 54 items, 19 items are negative and remaining 35 items are positive. The negative items are: 2, 3, 6, 9, 16, 18, 20, 21, 22, 24, 27, 35, 37, 41, 42, 43, 44, 45, 46.

Categories of Responses: Each item has six possible responses viz.,
1. Completely agree
2. Mostly Agree
3. Agree to some extent
4. Disagree to some extent
5. Mostly disagree
6. Completely disagree

Scoring Procedure: All the above responses are given numerical values ranging from 1 to 6. In positive statements the favourable response is given 6 marks, the unfavourable 1 mark and the responses in between received marks 5, 4, 3 and 2. In negative statements the scoring is done
in reverse order. The range of possible scores in each work value is between 9 and 54.

**Interpretation of the Score:**
A high score indicates high value and a low score indicates low value.

**Reliability:**
The reliability of the Gujarati version of Wollack's WVS was found by the present investigator (N = 100) as well as Joshi (1991) (N = 100), by test-retest method and was reported .88 and .91 respectively.

**Validity:**
Validity was established by administering Gujarati version of Wollack's WVS along with other Work Value Scale developed and standardized by Joshi (1993) which measures work value of employees in general. The validity coefficient index was found .67.
III Organizational Health

Name of the Tool: Organizational Health Inventory (OHI)

Name of the Author: Miles, M.B. (1973). In the present investigation Gujarati version of Miles' inventory, adapted and standardized by Department of Education, Vallabh Vidyanagar, have been used.

Components of the Tool: Miles OHI contains ten dimensions viz.,

(A) Task Centered Dimension
   1. Goal Focus
   2. Communication Adequacy
   3. Optimal Power Utilization

(B) Maintenance Needs Dimensions
   4. Resource Utilization
   5. Cohesiveness
   6. Morale
(C) Growth and Changefulness
7. Innovativeness
8. Autonomy
9. Adaptation
10. Problem Solving Adequacy

However in the present investigation total score, irrespective of individual dimensions, has been taken into account.

Number of Items:
This inventory consists of 40 items in total, 4 items in each dimension.

Nature of Items:
All the items are positive in nature.

Categories of the Responses:
Each item has five possible responses viz.,
1. Completely agreed
2. Agreed to a great extent
3. Agreed to some extent
4. Agreed to little extent
5. Completely Disagreed
Scoring Method: The range of responses from completely agreed to completely disagreed are scored 5 to 1 each respectively. The possible range of scores in each dimension is between 4 to 20. The total possible range of scores is between 40 and 200.

Interpretation of the Score: High score indicates perceived high organizational health and low score indicates perceived low organizational health.

Reliability: Reliability of the OHI was found by test-retest method and it reported .79 reliability coefficient. Odd-even item reliability was .84.

Validity: The test has fairly high face validity because it really measures various components of organizational health.
3.10 Procedure:

In order to isolate the respondents with high perceived organizational health from low perceived organizational health, 985 bank employees of nationalized banks as well as cooperative banks located at Rajkot region were administered Organizational Health Inventory which was considered valid and reliable for the purpose. The cut-off scores for high and low perceived organizational health were determined by computing Q1 and Q3 values from the scores of organizational health of all the respondents. Bank employees with high perception of organizational health and low perception of organizational health amounting to 480 were administered the Job Satisfaction Scale as well as Work Value Inventory. The scores on job satisfaction and work values were treated as dependent variables.

Every precautions were taken during administration to ensure factual information. All the respondents were contacted personally by the researcher at their respective premises during working hours and they were explained the purpose of the study. They were also convinced that whatever they will respond, it would
be confidential. As the bank employees are very busy during the first half of the day, the researcher could administer them all the above mentioned instruments only after 3 P.M. during which counter service and cash transactions are closed and they are comparatively less busy to give sometime for the researcher's work. The administration work was carried out within 5 months span. The span was necessary to get the respondents available for the study.

3.11 Statistical Analysis:

The responses on Job Satisfaction Scale and Work Value Inventory, of subjects forming a 2x2x2x2 factorial design were scored as per the procedure given in the manual of Job Satisfaction Scale and Work Value Inventory. An analysis by the statistical technique of analysis of variance (ANOVA) was resorted in order to study the main as well as interaction effects of the four independent variables. The necessary basic statistics in terms of mean, standard deviation and standard error were also calculated.

All the results have been tabulated in appropriate tables and discussed in the next chapter, along with interpretations.