CHAPTER – IV

RESEARCH METHODOLOGY
ABSTRACT

Chapter four would be on Research Methodology, and the process which would cover the process which is adopted by the researcher for conducting the research. The entire research process along with choosing of the appropriate research design, instruments, approach, strategy, time horizon and sampling procedure would be specified in detail. Hypothesis is also exhibited in this chapter. The main purpose of the section would also be to specify about the various research tools and techniques which are used by the researcher in completing the research. Proper justification for the use of particular research techniques would be provided as a part of the section.
4.1 INTRODUCTION

Methodology is a body of knowledge that enables researchers to explain and analyse methods – indicating their limitations and resources, identifying their presuppositions and consequences, and relating their potentialities to research advances (Miller, 1983). Moreover, it underpins the types of questions that can be addressed and the nature of the evidence that is generated (Clark et. al, 1984). Therefore, the issue of research methodology is important to any study. Appropriation between research paradigm, type of data, and collection methods has significant implications upon the research findings. Research design provides an overall guidance for the collection and analysis of data of a study (Churchill, 1979). Importance of research design stems from its role as a critical link between the theory and argument that informed the research and the empirical data collected (Nachmias and Nachmias, 2008). A choice of research design ‘reflects decisions about the priority being given to a range of dimensions of the research process (Bryman and Bell, 2007), and this of course will have considerably influence on lower-level methodological procedures such as sampling and statistical packages. It is therefore a blueprint that enables researchers to find
answers to the questions being studied for any research project. Along with clear research plan it provides, constraints and ethical issues that a study will inevitably encounter must also be taken into account (Saunders et. al, 2007). Before proceeding to the detailed set of constructs applied for this study the researcher attempted for an understanding of ethical values to construct the hypothesis for this study. Ethical Values as a definition contends as “a subset of organizational culture, representing a multidimensional interplay among various “formal” and “informal” systems of behavioral control” (Trevino et. al, 1998). These informal systems include the set of beliefs, norms, and practices shared by individuals within an organization (Key, 1999). In addition to these formal aspects, ethical values can also be displayed through formal systems such as reward systems, policies, and codes. When employees believe that policies and procedures regarding ethics are followed by each and every individual in the organization then the impact of ethical values will be higher. For example, managers might display these values by being concerned with the issues of ethics in their organization and by acting ethically themselves including rewarding ethical behavior and punishing unethical behavior (Hunt et. al, 1989; Jones, 1991 and Trevino, 1986). The logic behind the idea of focusing
on ethical values as a means to impact employee ethical behavior is that individuals can be expected to act in a manner consistent with the values in the organization (Hunt and Vitell, 1986; Hunt et al., 1989). Studies have shown the impact of ethical context on such constructs as job satisfaction, organizational commitment, and turnover intention (Schwepker, 2001) and ethical conflict with supervisors (Schwepker et al., 1997). It logically follows that ethical context should impact other employee behaviors including ethical behavior (Chonko and Hunt, 1985; Hunt et al., 1984). Ethics and values are rooted in the concept of fairness and involve making judgments about what is right and what is wrong (Schminke et al., 1997). Research on ethics has been recognized a distinction between utilitarian decision making and formalist decision making (Schminke et al., 1997). Specifically, the focus of the utilitarian view is on rules or processes while the focus of the formalist view is on outcomes. Ethical behavior has been linked to environments that offer a greater degree of formalization of operating procedures, rules and roles (Ferrell and Skinner, 1988) as well as organizations that have stated codes of ethics (Ford and Richardson, 1994). From a utilitarian viewpoint, individuals would likely regard their environment as fair and just to the extent that these rules and procedures are followed. Using a
formalist and distributive justice perspective, individuals are concerned with the fairness of the outcomes that result from organizational policies and procedures. For instance, organizations are viewed as ethical to the extent that unethical behavior is punished and ethical behavior should result. Researchers have attempted to take transformations in important work-related behaviors into account by studying changes in the "meaning of work" (England and Harpaz, 1990), "work related ethics and beliefs" and "work values" (Wollack et. al, 1971 and Sagie et. al, 1996). In this study the researcher made an attempt to examine work values and ethics that have been used by previous researchers and thus considered to underpin OCB. The researcher's selection is based both on previous empirical work and a review of the theoretical foundations through which work values and ethics are considered to result in OCB. The researcher began with a review of the literature on ethics and work values, and then explored the theoretical linkage between the two in order to identify appropriate variables for study.

The literature has provided a number of definitions of values. Rokeach, (1973) defines a value as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence".
Super, (1980) defines a value as “an objective, either a psychological state, a relationship, or material condition that one seeks to attain”. Over the years a great deal of research has been devoted to the study of values in relation to work (Gahan and Abesekera, 2009; Roe and Ester, 1999 and Sagie et al, 1996). A work value, which is a specific context to which values can be applied, can be defined as the importance individuals give to a certain outcome obtained in a work context (Elizur, 1984). According to Ros, Schwartz and Surkiss, (1999) work values are beliefs pertaining to desirable end states (e.g. high pay) or behaviors (e.g. working with people).

There is indeed a little consistency in the literature on exactly what constitutes ethical behavior. Navran, (1992) defines ethical behavior as the individual acting consistently with one’s own values. Fraedrich, 1993 and Hunt,1990) took a constructionist approach and described ethical behavior as that which is prescribed by the organization. In this approach, the organization is used as the basis for determining what is right and wrong and any deviance from organizational norms is considered unethical (Fraedrich, 1993). Others researchers have relied upon differential association theory or social network analysis to examine ethical behavior (Brass et. al, 1998; Zey-Ferrell and Ferrell,
These perspectives suggest individuals learn to behave ethically or unethically by virtue of their associations with others or where they exist within social networks. Similar to Fraedrich, 1993 and Hunt, 1990, utilized the constructionist perspective and define ethical behavior as that which is consistent with organizationally prescribed policies, values and norms. Organizational citizenship behaviors (OCB) are discretionary behaviors that contribute to organizational effectiveness yet are not explicitly rewarded (Organ, 1988). Examples of OCB are helping coworkers, promoting the organization outside of work, and volunteering for extra job activities (Organ and Ryan, 1995). Some of the predictors of OCB include organizational commitment, fairness, and job satisfaction (Organ and Ryan, 1995). Turnipseed, (2002) found that individuals who scored higher with regard to ethicality also exhibited more OCB. It was his conclusion that OCB could be considered the manifestation of ethical behavior in the workplace. Accordingly, the researcher expects that individuals higher in terms of ethical behavior would exhibit greater OCB.

Affective commitment with ethics focuses on the employee-employer bond as an emotional attachment reflecting the strength of the social exchange between the employee and organization (Mowday et. al, 1982).
In this instance, employees identify with the goals of the organization and remain with the organization out of desire would be based, at least in part, on some belief of shared ethical values. Accordingly, to the extent that employees choose to commit themselves to the organization, one could logically expect that this would lead to ethical behavior on the part of the employee, leading to result in OCB. Based on this evidence, the researcher in order to represent these variables, some researchers have used the term “work values”, while some others have used the term “work ethics” (Dose, 1997). The present study is conducted by framing hypotheses; sample and sample profile; tool and design of the study. The following are the details presented by the researcher.

4.2 HYPOTHESIS

In the light of existing literature for Corporate ethical values developed by Hunt et. al, (1989), study on ethical behavior developed by Fraedrich, (1993) and Ferrell and Skinner, (1988) while for the study on OCB, (Podskoff, et al, 1990), IBOE (Froelich and Kottke, 1991) constructs were considered and the following research questions are framed:

1. Employees exhibit different degree of OCB in public and private sector organizations of Uttar Pradesh.
2. Impact of Ethics on OCB in both public and private sector organizations of Uttar Pradesh.

Difference in the impact of ethics on organizational citizenship behavior is measured through measuring the summated difference in public and private sector organization. For measuring the statistical significant difference, main hypothesis is constructed. In addition to this, one hypothesis is constructed to measure the impact of ethics on OCB of public sector employees. Similarly, one hypothesis is also constructed to measure the impact of ethics on organizational citizenship behavior of private sector employees. The following are the hypotheses that has been constructed for this study:

H0: There is a significant difference in the degree of organizational citizenship behaviour of employees in public sector and private sector organization.

H1: Ethics on Organizational citizenship behavior has significant impact on employees in public and private sector organizations.

H1 A: There is a direct and positive relationship exists between altruism and OCB.

H1 B: There is a direct and positive relationship exists between consciousness and OCB.
H1 C: There is a direct and positive relationship exists between civic virtue and OCB.

H1 D: There is a direct and positive relationship exists between sportsmanship and OCB.

H1 E: There is a direct and positive relationship exists between corporate ethical values and OCB.

4.3 THE SAMPLE

Sampling is "the selection of a fraction of the total number of unites of interest to decision makers for the ultimate purpose of being able to draw general conclusions about the entire body of units (Parasuraman et. al, 2004). A conclusion can be made from the sample about the population to achieve the research objective" (Saunders et. al, 2007). It is, therefore, uncommon for a research to survey the entire population due to time and financial constraints, especially, when the population is very large. The sample for the present study was drawn from selected Public and Private sector organization of Uttar Pradesh in order to understand the effect of different organizational sectors on citizenship behavior and performance. These organizations are Hawkins-Satharia, Jaunpur; IFFCO-Indian Farmers Fertilizers Cooperative Limited, Phulpur Allahabad; Parag-Jaunpur; NCL-National Coalfields Limited.

4.4 RESEARCH APPROACH, RESEARCH STRATEGY AND TIME HORIZON

The present study showed a focus on theory testing wherein theory was first adopted as the framework for developing and testing hypotheses in a specific research context. This emphasizes deductive orientation of the present study. After determination on research approach, the researcher proceed to consider whether the present study should be exploratory, causal, or descriptive. Given the nature of the research objectives and the adequate availability of prior evidence to formulate hypothesised relationships for examination, it was deemed that cross-section exploratory survey was the most appropriate option for this study. (Saunders, 2007).
4.5 DATA COLLECTION METHOD

The present study employed mono-method, using quantitative techniques, in data collection. It must be noted that the questionnaire survey was used as main data collection instrument of this study because the questionnaire survey enables researchers to examine and explain relationships between constructs, in particular cause-and-effect relationships (Saunders et. al, 2007). Executives from different department and qualifications, age, gender and level have been taken into the consideration. A total of 524 out of 800 questionnaires had been distributed representing different class of executives and covering different demographic characteristics were returned in usable form, representing a response rate of 65.50 per cent. The questionnaire were distributed to the executives at all the three levels ie., top management level, middle level management and lower level management inclusive of both technical and non-technical staff of different departments with surveys returned by them to the researcher directly to maintain anonymity. As work values and behavioral and performance outcomes may vary according to the category of employment (Shapira & Griffith, 1990), The stratified random sampling method was used to select respondents in order to ensure different categories of employees were
included in the sample (Sekaran, 2000). Special arrangements were made to distribute questionnaires in order to achieve and ensure anonymity and confidentiality of responses.

At the outset, permission was sought and obtained from the selected organization to distribute the questionnaires at all levels mentioned. Following this the respondents were contacted personally. Majority of the respondents filled in the questionnaires in their office premises itself in the presence of the researcher and was duly returned then and there itself. On an average the respondents took 30-40 minutes to read and completely fill up the questionnaire. The questionnaire has been distributed in two parts viz., part 1 and part II. A special effort was exerted for the confidentiality of the survey responses. Any doubt of the employees on this matter could seriously distort the accuracy of the results. The participants were assured of confidentiality through personal contacts.

4.5.1 Personal characteristics

All questionnaires were ensured with the first part of the question on demographic profile with the name mentioned as optional by the researcher. Items included in the questionnaire with respect to demographic data are concentrated on the following variables:
organization, education, designation, department, salary, age, gender and name (kept as optional to consider the respondents confidentiality in insisted).

Table 4.1 PART 1

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<thead>
<tr>
<th>SN</th>
<th>DEMOGRAPHIC VARIABLES</th>
<th>CODING</th>
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<tbody>
<tr>
<td>1</td>
<td>Age</td>
<td>Years</td>
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<tr>
<td>2</td>
<td>Gender</td>
<td>Male Female</td>
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<td>4</td>
<td>Designation (Level)</td>
<td>Lower, Middle, Top</td>
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<td>5</td>
<td>Department</td>
<td>Technical, Non-Technical</td>
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<td>6</td>
<td>Experience</td>
<td>Years</td>
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<td>7</td>
<td>Salary</td>
<td>Up to Rs.20,000 - 1, 20,001 To 25000 - 2, 25001 - 3, 30,001 - 35,000 -4, &amp; Above - 35,001</td>
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<td>8</td>
<td>Qualification</td>
<td>Graduate, Post Graduate</td>
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The nature of the current study is inductive and exploratory and the research method was mostly survey research. Data survey research is described by Rea and Parker, (1997) as “...the concept of considering information derived from a smaller number of people to be an accurate representation of a significantly larger number of people”. Some limitations of this type of study method are also recognized, including a
questionnaires' cross-sectional nature, which means that the study is "based on observations representing a single point in time" (Babbie, 2007), and the superficial nature of the responses received. (Saunders, 2007).

The questionnaire is not conducted to test theory as a means of fundamental research but to give the researcher useful information about the current situation. Therefore this study can be considered as applied research. In this study the proposed relationships between the constructs derived from the literature are taken for granted. This questionnaire exists of several subscales, each representing a variable that was investigated. For this research existing scales have been used that have been reported to be reliable in earlier research. A 7-point Likert scale was used for the range of answer possibilities. (For example: 1 = strongly disagree to 7 = strongly agree). The items for each scale are included in appendix 1. The same have been described in brief in the section of Hypothesis.

4.6 INDEPENDENT VARIABLE MEASURES

4.6.1 Corporate ethical values

Voicing concern over previous attempts to measure CEV as being primarily qualitative in nature, Hunt et. al, (1989) developed a five-item
scale designed to measure CEV. The authors state that this measure was designed to assess perceptions of: (1) the extent to which employees perceive that managers act ethically in their organization, (2) the extent to which employees perceive that managers are concerned about the issues of ethics in their organization, and (3) the extent to which employees perceive that ethical behavior is rewarded (punished) in their organization.

4.6.2 Ethical behavior.

The measure of ethical behavior was taken from Fraedrich, (1993), who adapted his measure from one originally developed by Ferrell and Skinner, (1988). Fraedrich, (1993) states that the measure is designed to assess the amount of duplicity respondents exhibit within the organization. Since higher scores would indicate a higher probability of acting in an unethical manner, scores for each item were reversed scored.

4.6.3 DEPENDENT VARIABLE MEASURES

In this study, OCBs were measured with variables consisting of five dimensions operational zed using the 24 item instrument developed by Podskoff, Mackenzie, Moorman & Fetter, (1990). This instrument is
based on the model described by Organ (1988) and measures the behaviors of a discretionary nature that are not part of employee’s formal (role) requirements, but nevertheless promote the effective functioning of the organization. The five dimensions that make up OCBs are altruism, conscientiousness, courtesy, sportsmanship, and civic-virtue.

4.7 DATA ANALYSIS

The responses to the questionnaires were first compiled manually and then transferred on a computer on Statistical package for social science (SPSS) 11.5 version worksheet and were analyzed. Main statistical tools have been used are as under;

a. Mean
b. Standard Deviation (SD)
c. Range of scores
d. t–Test
e. ANOVA (Analysis of variance)
f. Correlations
g. Multiple Regression

The outcomes of these measures and analysis are used to interpret the results and to formulate conclusions and recommendations.
4.8 CHAPTER SUMMARY

The researcher before writing this chapter had only very nascent idea on research methodology, and was quite skeptical to write this chapter, however the researcher made an honest attempt to read various peer reviewed research papers, couple of thesis on this area and could grasp some knowledge on the variables to be chosen for this study. The researcher refereed some books on Research Methodology especially the book on Saunders, (2007) and could understand which sampling method to choose for this study along with the reason to choose the survey strategy. The dependent and independent variables mentioned was chosen by the researcher keeping in view the empirical evidences presented by the prior studies to increase the credibility of the variables chosen for this study. Finally the last phase of the study is devoted on critical analysis of data and presentation of findings obtained during the course of investigation.
REFERENCES


• Shapira, Z. & Griffith, T.L. (1990), “Comparing the work values of engineers with managers, production, and clerical workers: A


