CHAPTER 4

RESEARCH METHODOLOGY

This section comprises of the research methodology developed to answer to the research problems including: research design, research model, hypotheses, the sample, research instrument, and data collection procedures.

4.1 RESEARCH DESIGN

A research proposal is the arrangement of conditions for collection and analysis of data in a manner that aims to have relevance to the research purpose along with economy in procedure. The research design that is adopted has to correspond to the aims of the research. The present study is based on both primary and secondary data. The primary data were collected from the respondents through an interview schedule after pre-testing. The secondary data were collected from the various journals, magazines, records, reports and websites.

To create a research design for the study, appropriate measures and models were considered as per requirement of the research work. The focus of present research work is the investigation of relationships among the determinants of engagement and job and organization engagement. Since the present research work is based on primary data, which is collected from private health care hospitals with the help of a structured questionnaire, a field based survey design is used as data collection method.
4.2 THE RESEARCH MODEL

The research model to be tested in this study is shown in the figure 1 below. This figure shows the hypothesized relationships among all the constructs developed for the present study, such as; reward and recognition, job characteristics, perceived organization support, perceived supervisor support, self efficacy, job engagement and organization engagement. The framework proposes that the determinants of employee engagement will have a significant and positive impact on job and organization engagement.

![Proposed research framework](image)

Figure 4.1 Proposed research framework

4.3 THE SAMPLE

The focal point of the present research work is on measuring the relationship between determinants of employee engagement with job and organization engagement. As a result, the population for this study consists of subjects, who are working in private health care services working in Madurai District.
4.4 SAMPLING TECHNIQUE

The study area namely Madurai District has more than 30 private multi specialty hospitals. Total of more than 5000 employees were working in these organizations.

A total of 400 sample employees were selected from these hospitals by adopting simple random sampling method.

4.5 RESEARCH INSTRUMENT

In order to validate the research hypothesis, various measures were derived from the review of literature, and a multi-item scale was developed.

The questionnaire used in this study was designed according to related literatures and users’ and experts’ opinions. The questionnaire has three sections. The first section was intended to understand each respondent’s basic personal data. The second section gathered data pertaining to the job related profile.

The third section gathered data pertaining to determinants of employee engagement and employee engagement dimensions.

4.6 MEASURES

The primary data collected from the employees of private multi specialty health care centres in Madurai District are analyzed using SPSS package.

Employee engagement (Job and organization engagement) was measured using a eleven item scale developed by saks (2009). A sample item for job engagement is, “Sometimes I am so into my job that I lose track of time” and for organization engagement, “One of the most exciting things for me is getting
involved with things happening in this organization.” Participants indicated their response on a five-point Likert-type scale with anchors (1) strongly disagree to (5) strongly agree.

**Determinants of engagement**

Self efficacy was measured using the scales developed by Karatepe et al. (2009) and Deese (2009) using a five-point Likert-type scale with anchors (1) strongly disagree to (5) strongly agree.

For measuring job characteristics, a six-item scale developed by Hackman and Oldham (1980) with each item corresponding to a core job characteristic (autonomy, task identity, skill variety, task significance, feedback from others, and feedback from the job) were used. Respondents indicated the extent or amount of each characteristic in their job using specific five-point anchors such as (1) very little to (5) very much.

Perceived organizational support was measured using an eight-item, short-form of the survey of perceived organizational support (SPOS) and Perceived supervisor was measured by the four-item scale adapted from the SPOS (Rhoades et al., 2001). Responses were measured using a five-point Likert-type scale with anchors ranging from (1) strongly disagree to (5) strongly agree. A sample item for POS is “My organization really cares about my well-being” and for supervisor support, “My supervisor cares about my opinions”.

Rewards and recognition was measured by a ten-item scale developed by Saks (2009). A five-point Likert-type scale with ranging from small extent to a large extent with items such as, “A pay raise,” “A promotion,” “Praise from your supervisor,” and “Some form of public recognition” were used.
4.7 OBJECTIVES OF THE STUDY

The broad objective of the study is to analyze the Relationship between determinants and employee engagement in the health care sector. The specific objectives of the study are as follows:

The specific objectives of the study are as follows.

- To trace the importance of employee engagement with its theoretical concept.
- To determine the level of employee engagement and to examine the association between demographic and job related profiles of employees with level of employee engagement.
- To identify the important determinants of employee engagement.
- To identify the most important determinant which influence the employee engagement in the Health care Industry.

4.8 SCOPE OF THE STUDY

The scope of the present study covers the employees of private health care sector in Madurai city only. The employees of private sector hospital employees form the target population for the study.

4.9 HYPOTHESIS

On the basis of the objectives developed for the study and an extensive literature review, the following hypothesis has been formulated:

The following hypothesis are formulated and tested in this study

- There is no association between demographics factors and Level of employee engagement.
- There is no association between job related variables and Level of employee engagement.
There is no mean difference between demographic factors and determinants of employee engagement.

There is no mean difference among the determinants and employee engagement from the hypothesized value of 3.

The determinants of employee engagement do not influence employee engagement.

### 4.10 COLLECTION OF DATA

Both primary and secondary data have been used for the present study. The primary data have been collected from the sample employees by personal interview method with a well-designed, pre-tested interview schedule. Before undertaking the main survey; a tentative interview schedule was prepared and administered to 40 employees in order to test the validity of the interview schedule. These interviews helped the researcher to identify the variables to be included/excluded in the schedule. According the schedule was modified. The modified schedule was used for Primary Data Collection.

### 4.11 PERIOD OF STUDY

Field work by way of data collection for the study was carried by the researcher from the period from July 2011 to March 2014. The omissions and commissions in the schedule were either rectified on the spot or through revisit.

### 4.12 RELIABILITY ANALYSIS

The final scale used for the research work was tested for reliability using Cronbach’s alpha co-efficient. The test results show that the scales were highly reliable.
4.13 FRAMEWORK OF ANALYSIS

The statistical analysis has been selected and used to process the collected data according to the requirements of the study. The analysis is selected according to the scale of data and the objectives of the study. The included statistical analysis and its applications are presented below:

Arithmetic Mean and Standard Deviation were utilized to categorize the levels of employee engagement into low, medium and high levels of employee engagement.

In order to measure the association between employees’ demographic – job related factors and their level of employee engagement, Chi – square test and correspondence analysis was employed.

To identify the determinants of employee engagement, an exploratory and confirmatory factor analysis was conducted. In the present research model, five variables (Self efficacy, job characteristics, perceived supervisor support, perceived organization support and reward and recognition) were treated as independent variables and the employee engagement as the dependent variable.

Further to measure the significant mean difference of independent variables among the respondents profile variables a one way analysis of variance was carried out.

In order to examine the relationship between determinants and employee engagement structural equation modeling was used.

4.14 SCHEME OF WORK

The present study “A Study on Employee Engagement in Health care Industry in Private Multi specialty organization with reference to Madurai region,” consists of six chapters.

The first chapter “Introduction and Design of the Study” deals with the methodological aspects of the study. It includes introduction, statement of
the problem, significance of the study, scope of the study, objectives of the study, hypothesis, operational definition of the concepts, profile of the study area, methodology, sampling design, framework of analysis, limitations, and the scheme of the report.

The second chapter “Concepts and Reviews” covers the conceptual framework of the study and the review of previous studies, concepts, theoretical models related to various aspects of employee engagement.

The third chapter “Health Care Industry in India” presents the overall picture of the Health Care Industry. It includes the perspective of health care industry across the globe, Health care industry in India, performance of Health care sector, milestones in Health care sector of India, Health care statistics and emerging trends in the Health care services.

The Fourth Chapter entitled "Employees’ Attitude towards Employee Engagement" discusses the age, marital status, occupation pattern, monthly income, family size, duration of work, work in shift, etc. It also examines the association between Demographic and Job related Factors with the Level of Employee Engagement.

The Fifth Chapter “Relationship between Determinants and Employee Engagement” identifies the key Determinants of Employee Engagement. Confirmatory Factor Analysis was done to determine the reliability and validity of the study instrument. Then the relationship between determinants and employee engagement was analysed with the help of structural equation modelling.

The sixth and final chapter “Summary of the Findings, Suggestions and Conclusion” deals with the conclusion aspects of the study. It presents summary of findings, problems and suggestions and the conclusion.