CHAPTER – III
RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter has dealt with the reviews of the related studies which are collected by the researcher. The present chapter III deals with the methodology adopted in this study. The process of research acquires new set of knowledge; people follow a systematic procedure and pattern of gathering information, resources materials, data and details. The heart of the research is the description of the methodology adopted for that work which will throw light on various research aspects into all.

Systematic scientific enquiry helps to understand the concept rationally. There are lots of tools and figures that are unique in terms of approaches and subject matter under investigation. This research investigation being objective and unbiased has followed a scientific approach in conducting this study. The different phases of this study are presented to reader in this chapter.

3.2 Pilot Study

The pilot study was conducted in TNPL, Karur, as the universe of the study before the data collection, for the purpose of the consistency of the information had become essential to be tested.
3.3 Hypotheses of the study

Based on the objectives which are stated in the first chapter of this study the following hypotheses are formulated.

1. There is a significant association between the age of the respondents and their perception on overall Organizational Development practices.

2. There is a significant difference between the gender of the respondents and their perception on overall Organization Development practices.

3. There is a significant association between the designation of the respondents and their perception on overall Organization Development practices.

4. There is a significant difference between the educational qualification of the respondents and their perception on overall Organization Development practices.

5. There is a significant difference between the marital status of the respondents and their perception on overall Organization Development practices.

6. There is a significant difference between the experience of the respondents and their perception on overall Organization Development practices.

7. There is a significant difference between the income of the respondents and their perception on overall Organization Development practices.
8. There is a significant association between the various Dimensions and the perception of the respondents on overall Organizational Developmental practices.

3.4 Research Design

This study is a Descriptive cum diagnostic method of study. It is the most appropriate. This research made an attempt to describe the OD practices in a manufacturing plant and the OD strategies are analyzed. As OD practices has recently emerged field. There are limited tools for measuring the OD practices. This research carefully gathered, read and understood various factors of OD practices among the executives. The researcher developed a questionnaire which is framed covering socio - demographic details and the dimensions identified to the OD practices.

The researcher has collected the responses in a manufacturing plant understand and covered all employees to get more authentic result.

3.5 Period of the Study

The study was conducted from the year 2010 to 2013.

3.6 Universe of the Study

The universe /population of the study is the executives of the Tamil Nadu Newsprint paper Limited, (TNPL) Karur, it is one of the Tamil Nadu state government owned industries, in which 6000 direct and indirect employees are
working. As this study deals with the executives, all the executives numbering 310 are taken for the research study. So Census method is applied in this study.

3.7 Sources of Data Collection

In order to achieve the objectives of this research, data were collected both from the primary and secondary sources.

a) Primary data

The primary data were collected from the respondents through a structured questionnaire comprising ten selected dimensions of OD practices in TNPL to know the perception of the executives towards organization development practices of the organization.

b) Secondary data

The secondary data had been gathered from the sources like books related to organization Development, previous related research studies, national and international journals and related web journals.

3.8 Construction of Questionnaire

The questionnaire is a self prepared based on pilot study, reviews, discussion with OD consultants, academicians and the HR manger of TNPL comprises with ten selected dimensions. (The dimensions are, Organizational Vision/Mission, Organizational policy, Organizational Change, Organizational Culture, Training and development, Team Building, Conflict Management,
Leadership development, Career management and Organizational effectiveness). In the first part of the questionnaire consists of socio economic factors. The Likert scale is used to know the perception of the executives on five points. For the purpose of the analysis the statements are classified based on the ten dimensions. These are:

1. Organizational vision and mission \((9,9a,10,11,14,63)\)
2. Organizational policy \((12,15,16,17,20,66,74)\)
3. Organizational change \((13,21,47,48,49, 57,64)\)
4. Organizational culture \((18,29,32,33,34,37,42,69,70)\)
5. Training and development \((58,59,60,61,62,73)\)
6. Team building strategy \((35,38,43,44,45, 46)\)
7. Conflict management \((51,53,54,55,56,65)\)
8. Leadership development \((22,23,25,26,27,31,40)\)
9. Career management \((36,41,50,52,71,72)\)
10. General Effectiveness of the organization \((19,24,28,30, 68,67)\)

3.9 Pre-Testing

The pretest was conducted with 20 respondents to make sure whether the proposed tool, questionnaire was appropriate. It helped to discard irrelevant questions re-define the difficult are ambiguous questions and also to include certain questions that were found to be important. The feedback of the respondents helped to finalize the questionnaire after necessary changes and modifications.
3.10 Reliability and Validity of Questions

To test the reliability value of 0.8261, the split half Guttmann method and odd and even method of Spearman Brown were used. The correlation, coefficient are used to test the validity. There are 75 statements in the tool relating to various dimensions of OD practices which are relevant to ten dimensions of OD which the research conceived.

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3.11 Tools for Analysis

The data collected from Nov 2011 to April 2012, the respondents were edited and tabulated to suit the requirement of the study. The statistical tools and techniques such as arithmetic mean and simple percentage were used. The hypotheses framed for the study were tested using appropriate tests of significance. T’ test, f’ test, Chi-square test and one way Anova, were the statistical tools applied to test the significance.

3.12 Limitations of the Study

The research study has the following limitations.

1. The study on its face appears to be limited as it is carried out in a single Tamil Nadu government industry, i.e. TNPL. Thus, its findings can not be generalized to the other industries which are operated on the same line.
2. The study is purely based on the respondents’ opinion and their perception. The researcher felt that the respondents might express a biased opinion, which may limit the validity of the study.

3. In this study opinion of the non-executives are not taken into account in the organization.

3.13 Operational Definitions

a) Executives

A person or group of persons having administrative or supervisory authority in an organization

b) Perception

It is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. What one perceives can be substantially different from what another person perceives, and both can be very different than the actual objective reality. In fact, behaviour is based on one’s perception of what reality is, not reality itself. Behaviour in the workplace is based on people’s perception of the workplace. There are many factors that influence how something is perceived. For instance, factors pertaining to the perceiver can involve the person’s attitudes, motives, interests, experience and expectations. Factors associated with the context can involve time, work setting and social setting. There are various ways that a person can perceive a situation in the work environment that can lead to problems.
c) Organization

Organization can be defined as a group of people working together to achieve a goal or a set of common objectives. Viewed as a system, organizations are composed of a set of integrated subsystems to achieve organizational efficiency and effectiveness. Like any system, organizations use inputs that are subject to a process of transformation to obtain outputs.

d) Organization Development

Organization Development is a process by which behavioural science knowledge and practices are used to help organizations to achieve greater effectiveness, including improved quality of life, increased productivity, and improved product and service quality. Its focus is on improving the organization's ability to assess and to solve its own problems.

e) Strategies

“Strategy is the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations”.

f) Practices

A method, procedure, process or rule used in a particular field or profession: a set of these regarded as standard. A business in which a professional
or number of associated professional offer services, such as a law practice or a medical practice.

g) Organizational Vision/Mission

Vision of the organization has a long term orientation and is derived from organizational philosophy. Vision represents a challenging portrait of what the organization and its members can be in feature. Therefore, the organization should create projections about where it should go and what major challenges lie ahead. Once the vision established, persistent and enthusiastic communication of it throughout the organization is required so that various subsystems embrace it with commitment.

Mission by defining the basic purpose of its existence how it justifies the existence. It has to define the business it is in, the market niches it tries to serve, and the types of customers it has. It is still broad and need converted to goals to become operational and useful.

h) Organizational Policy

Policy is a general statement or understanding which provides guidelines for decision making to managers in respect of various functions and activities. The organization is required to formulate policies in different areas which are necessary to achieve organizational goals. The policy may be required for various
functional areas to guide as how these functions can be performed and how these functions interact among themselves and with their relevant external environment.

i) Organizational Change

Organization change involves, either directly or indirectly, changes in individual behaviour. New structures, work methods, and performance goals, for example, all require adjustments in the way organization members behave. To change individual behaviour, however, may require changes in the groups to which people belong. Drawing heavily on the field of group dynamics (Lewin, 1947; in organizations, for example, groups can influence members’ performance levels, task methods, and work relationships. They can exert pressure on members to conform to norms governing group behaviour. This can make changing individual behaviour extremely difficult, as members are likely to resist organization changes that run counter to group norms and expectations. To overcome such resistance may require changing the group itself, thus making it the focus of change.

j) Organizational Culture

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Organizational culture is the collective behavior of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organization values,
visions, norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

**k) Training and development**

Training is concerned with imparting and developing specific skills for particular purpose. Thus training is a process of learning a sequence of behaviour. This behaviour being programmed is relevant to specific phenomenon that is a job. The term development refers broadly to the nature and direction of change induced in employees, particularly managerial personnel, through the process of training and educative process. Thus management development is not merely training or a combination of various training programmes, though some kind of training is necessary: It is overall development of the competency of managerial personnel in the light of the present requirement as well as the future requirement.

**l) Team Building**

Team building is an effective intervention technique used in OD for achieving desired goal. It is a process of bringing people together improving their intra group cohesion and achieving predetermined team goal thorough collective performance. The team building process certainly assists a group in working as a cohesive unit. A successful team building process enhances the levels of
performance, motivation, morale communication and cohesiveness among the team members. Similarly an effective team building process helps the members in efficiently integrating their individual interests with that of organization.

m) Conflict Management

Conflict management involves doing things to limit the negative aspects of conflict and to increase the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes; including effectiveness or performance in organizational setting properly managed conflict can improve group outcomes.

n) Leadership development

Leadership is the process of influencing behaviour of others to work willingly and enthusiastically for achieving predetermined goals. A manager act as a transactional leader whiles a leader act as a transactional manager. Leadership development is a means to an end being successful change and comparative advantage.

o) Career management

Career management is essential for implementing of career plan. While career plan sets career path for an employee, career management ensures that employee is well development before he moves up the next higher ladder in the hierarchy. Career management refers to a set of programmes designed to match an
individual’s needs, abilities, and career goals with current and future opportunities in the organization.

**p) Organizational effectiveness**

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The idea of organizational effectiveness is especially important for non-profitable as most people who donate money to nonprofit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals.

**3.14 Conclusion**

The chapter III has dealt with the methodology adopted in this research. The next chapter IV is the analysis and the interpretation of data where in the data analysis is done and outcome is presented in the form of tables, and diagrams.