RESEARCH METHODOLOGY

Introduction

This part of study one deals with the methodology of regular that has been followed for this investigation begin with spelling out the research problem and the nature, scope and limitation of the study. Objectives and testable hypothesis have been stated. A detailed description of the sample and the studies are presented next followed by a full explanation of the questionnaire through which the data have been collected. The conducting past of this chapter describe about the statistical methods used for analysis and interpretation.

The present study is an attempt to investigate the values, Expectations and Attitudes of Corporate managers. This section also explains the methodology employed in the study and provides a description of the research instrument, sampling design, and data collection procedure and data analysis technique. The data were gathered through questionnaire and interview.

1. Literature Survey

For the study, the literature survey was undertaken according to variable wise. In the First stage, an effort was made to understand the problem clearly and to find out which aspects must be covered in the study. For this purpose a preliminary survey of literature was conducted under various subject headings like Attitudes, Expectations and Values. A thorough search was made through secondary sources to find the literature related with Attitudes, Values and Expectations published in different journals, books, reports, seminar/ conference proceedings, etc. and bibliography was prepared accordingly. In the second stage, the most relevant articles and documents were selected for detailed and in-depth study. Therefore, a thorough search and review of literature related to various aspects of the topic was conducted. For collecting review of literature these library are visited:-
Table 3.1 Libraries visited for the purpose of review of literature:

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Name of university/Institute</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>KU, Kurukshetra</td>
<td>May 2007</td>
</tr>
<tr>
<td>2</td>
<td>GJU, Hisar</td>
<td>June 2007</td>
</tr>
<tr>
<td>3</td>
<td>PU, Chandigarh</td>
<td>July 2007</td>
</tr>
<tr>
<td>4</td>
<td>MDI, Gurgaon</td>
<td>August &amp; Sep. 2007</td>
</tr>
<tr>
<td>5</td>
<td>FMS, Delhi</td>
<td>Oct. &amp; Nov. 2007</td>
</tr>
<tr>
<td>6</td>
<td>IIM, Ahmdabad</td>
<td>Feb. 2008</td>
</tr>
<tr>
<td>7</td>
<td>Ahmdabad University, Ahmdabad</td>
<td>Feb. 2008</td>
</tr>
<tr>
<td>8</td>
<td>Nirma University, Ahmdabad</td>
<td>Feb. 2008</td>
</tr>
</tbody>
</table>

Research design is an outlay of what and how to perform the research work before starting it. This gives a blueprint of research to the researcher and it helps the researcher to do the work systematically and economically. It helps one to prevent the errors that may crop up during the work and reduces the pain on part of the researcher to delimit the research work. It provides the brief account of the procedure to be followed. It thus explains the field of study, methods adopted, account of the population, size of the sample, tools and techniques, procedure of data collection and brief description of the statistical tools used.

2. Objectives of the Study

The following are the objectives of the research study:

1. To study the Values, Expectation and Attitudes of corporates managers of sampled organizations.
2. To evaluate the effects of values, Expectations and Attitudes of corporate managers on organizational Excellence.
3. To suggest the managerial qualities and their expected behaviour on Organizational excellence.
2.1 Hypothesis of the study:

$H_1$ There are positive difference between Values, Expectations and Attitudes.

$H_2$ There are positive impact of Values, Expectations and Attitudes on organizational Excellence

3. Scope of the study

The study underlines the fact that managers need to be aware of the fact that their own values, expectations and attitude influences how they make decisions. Attention to the values concept amongst managers will improve comprehension of the decision-making process within organizations and shall thrive towards organizational excellence.

4. Importance of the study

Organizational decisions are moreover, increasingly devolved to managers and are no longer the sole preserve of the functionalist personnel or any specific department. Many commentators see the increasing responsibility of managers in all areas as a direct consequence of organizational delayering. Managers conduct many operational dimensions including selection, promotion, performance management and appraisal, corrective action and discipline, access to training and development opportunities, and compensation. In these decision situations it is likely that the individual values, expectations and attitudes of managers will influence their decision choices. As representatives of the organization, managers are tasked with the responsibility of setting the agenda, dealing with workplace issues and providing direction to employees. The potential for conflict exists, however, when organizational decision-making conflicts with individual values. In such circumstances, the conflict may end up being resolved through discussion and dialogue, it may be ignored, denied or suppressed, or the manager may simply leave the organization. I focus in this dissertation on investigating the influence of individual values, expectations and attitudes on organizational excellence.
5. **Data Collection**

Both Creswell (1994) and Zikmund (2003) describe the survey method to be best suited for gathering view of perceptions, because of its consistency and robustness. Data were collected from the primary sources. A likert scale is the most widely used scale in survey research. Cummins and Gullone (2000) argue that expanding the number of choice points beyond 5- or 7 likert scale points does not systematically damage scale reliability, yet such increases scale sensitivity. The research instrument, as presented in the Appendix, was presented to each participant. Standardised questionnaires were distributed via personal contacts. Data was collected over a period of 6 months. A total of 350, questionnaires were distributed to the organizational managers of NCR area out of 314 were returned. Of the 314 returned questionnaires 14 were incomplete and 300 were usable for analysis purpose.

5.1 **Method used**

The present study employs Descriptive Research method. It is commonly used in research to study the present or prevailing conditions and phenomenon. Thus the purpose of this type of research is to ascertain the normal conditions of practice, at present, to test the hypotheses. The three variables- values, expectations and attitude were juxtaposed between the sampled organizations in National Capital Region.

Therefore the researcher has conducted a descriptive research, to explore values, expectations and attitude and its impact on organizational excellence among the sampled organisations in National Capital Region. Descriptive research seeks to find answers to questions through the analysis of variable relationship in as it where conditions. What factors seem to be associated with certain occurrences, outcomes, conditions or types of behaviour is what the study aims for.
5.2 Population

Population refers to any collection of specified of human beings or of non human entities such as objects, time units, geographical areas or salaries drawn by individuals. Population needs to defined well and not in ambiguous terms. In the present study, the population consists of all the managers of the organizations in National Capital Region, from where the sample would be drawn.

5.3 Sample

Sampling is the process by which relatively small number of individuals or measures of individuals, objects or events are selected and analyzed in order to find out something about the entire population from which the sample was selected. It helps reduce expenditure, save time, energy, permit measurement that has wider scope or of better precision and accuracy. Thus sampling procedures provide generalizations on the basis of a relatively small proportion of the population. Thus the representative proportion of the population is called a sample. If the population is homogeneous, a small sample is sufficient. On the other hand, a larger sample is necessary if there is greater variability in the units of population. As Stated above, the area of study is limited to organizations in National Capital Region Delhi.

Sample size: 300
Sample area: National Capital Region
Sample unit: Managers in Auto manufacturing units
Sampling method: Convenience sampling method

5.4 Collection of Primary Data

Mailed questionnaires, discussions and non-participant observation formed the tools and techniques of data collection from the primary sources. The branch offices served as the primary source of information.
Structured questionnaires intended to be, an instrument for obtaining the necessary information were distributed among the respondents. A pilot study was conducted during January-February, 2009 and in the light of knowledge thus, obtained, necessary changes were made in order to serve the purpose of the study more accurately. This structured questionnaires were distributed to all the respected corporate managers which cover all the necessary information regarding Attitudes, values and Expectations of corporate managers.

To make study more meaningful, personal interview with managerial personnel as well as professor of management department. During the course of interview, questions pertaining to the existing Values, Expectations and Attitudes, their problems, problem of the organization, and probable solutions were discussed. It improves the understanding of researcher to conduct the survey among corporate managers. The personal interview enables the researcher to understand the real Attitudes, Values and Expectations of corporate managers.

5.5 Interview Method

Interview method was used as a supplementary method to questionnaire to fill up the gaps and also to get response on sensitive questions which were otherwise left blank by many of the respondents. The purpose of survey is to acquire current rather than historical information about such factors as the experiences and opinions of people, the interview also serves as a useful survey tool. Though interviews, an attempt was made to gain information from persons who were unable to devote time to provide requisite research data by spending time on filling up the questionnaire. The interview method could bring out the unexpected information from the respondents. However, interview method is very time consuming. This method was used for some of the corporate managers who were very busy in their work and could not fill up the questionnaire in time.
5.6 Conduct of Interview

Interview was conducted for those organizations that could not fill up the questionnaire or left the some of the questions blank due to lack of time. Interview also covered those managers who filled up the given questionnaire quite seriously but being regular users, they were in a better position to provide more information on various aspects, so they were interviewed. Information about such users was collected from their subordinate.

For conducting the interview, first a list of such corporate managers was prepared, in consultations with organizations employees as well as with their daily schedule in organizations. Then appointments were taken with these selected organizations managers from each organization. Nine to ten were interviewed in all organizations. The dialogues with the researchers were very encouraging and some of the responses were revealing. It was not possible to get such information through the questionnaire. The interview was based on an interview schedule.

To collect the information regarding the Attitudes, values and Expectations managerial behaviour, face-to-face interview is conducted. Researcher selected a sample of ten different organizations. They all work as corporate manager, in the NCR (National Capital Region) of India. All the managers, whom researcher questioned, are known of us thanks to our research works on managerial behaviour, especially in organizations.

Interviews provide us qualitative data to explain and understand to which extents Attitudes, Values and Expectations impacts on organizational excellence. Researcher will confront to theoretical and conceptual frameworks in order to analyze empirical findings, "The grounded theorist compares one interview excerpt with another, an interview excerpt with a concept that may explain it, a concept with another concept and so forth." (Charmaz, 2002). Indeed, researcher is looking for collecting qualitative data and free way of asking questions according to the answers of the interviewee. Researcher considered that it is an effective way to collect more data than expected. It also makes conversations prevail, which offers more materials to interpret. Regarding Abnor and Bjerke (2009) classification of interviews, we have
been leading standardized interviews. Indeed, researcher asked the same questions to interviewees in order to get criteria of comparison.

5.7 Secondary sources

They refer to all data we collected about Attitudes, Values and Expectations collected through interviews designed for our empirical study. Thanks to Internet and references of similar theses, we explored scientific publications, conference board reports, legal texts and several specific encyclopedias. We have been gathering data extracted from the Google search engine.

Debates rose among different medias such as newspapers (The Economist, the famous Indian newspaper), Internet are also a source of data. All these formal and informal secondary sources related to the combination of various experiences, provided us information enriching our contemporary understanding of Attitudes, Values and Expectations.

5.8 Other Source

This study is totally based on primary data. The present study has been conducted in the Nation Capital Region because maximum manufacturing unites are located in area. The general understanding of the Attitudes, values and Expectations corporate managers the main sources are:

(i) Scholarly Journals
(ii) ‘Vikalpa’ Journal of Management
(iii) Financial Analysis of Organizations
(iv) Review of Articles
(v) Reference Books
6. Conclusion

The research should be able to be replicable, accurate and measure, what it is intended to. The use of Qualitative and Quantitative research methods was undertaking to investigate the Attitudes, Values and Expectations in manufacturing units. The respondents were mostly interviewed in English language. This might change to misinterpreting concepts and hence misunderstanding. Crocker and Algina (1986)\(^4\) noted some characteristics of the respondents may change the score if the research is repeated.

While the study focused on the managers in the organization, it must note that respondents perceptions will vary depending where they sit in the organizational hierarchy. A study by Mezias and Starbuck (2003)\(^5\) suggests that most managers have varying and inaccurate perception about their organization. They indicate that perception depends on quality and quantity of the subject matter.

People perception also varies significantly based on experience and training. Mezias, Grinyer and Guth (2001)\(^6\) found that managers nearer to the top of their organization hierarchy perceive their organization differently then lower level managers.

7. Layout of the Covering Letter

A covering letter was attached to every survey. According to Sekaran (2000)\(^9\), it is essential to make an impression about the overall research and the professional conduct of the study by writing a high-quality covering letter using formal academic affiliations. The covering letter was forwarded by supervisor of this research and the contact details of the supervisor and departments were provided so that participants who had any concerns about the ethical conduct of the present study could contact the supervisor personally. As the covering letter is the first formal point of communication between the researcher and the potential participants, every effort was made to construct the letter in such a way to attract the respondents to participate in the research. The letter clearly stated the aims of the study and the importance of the study. The covering letter also clearly indicated the confidentiality of individual
responses and an additional statement that indicated the data would be aggregated for use in publications. This method is believed to minimise biased answers from the respondents because participants are made aware that their organisations would not be able to identify individual responses and hence they are confident to express their views freely.

8. Visits of Organizations

For collecting the data, the researcher visit several organizations which are located in the NCR at different period of time during 2010. The schedule of visited followed for different organizations is given Table-

Table: 3.2 Schedule for visiting Organizations.

<table>
<thead>
<tr>
<th>Sr. no</th>
<th>Name of the Organization</th>
<th>Date of data Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hero Honda Motors Pvt. Ltd-I Gurgaon</td>
<td>2-10 March 2010</td>
</tr>
<tr>
<td>2</td>
<td>Hero Honda motors Pvt. Ltd-ii Dharuhera</td>
<td>12-21 March 2010</td>
</tr>
<tr>
<td>3</td>
<td>Honda Motorcycle &amp; Scooter India Pvt. Ltd Gurgaon</td>
<td>23-29 March 2010</td>
</tr>
<tr>
<td>4</td>
<td>Numax auto Industries Pvt. Ltd. Noida</td>
<td>3-9 April 2010</td>
</tr>
<tr>
<td>5</td>
<td>Mandap International Pvt. Ltd. FARIDABAD</td>
<td>11-16 April 2010</td>
</tr>
<tr>
<td>6</td>
<td>Daksh Tools &amp; Appliances Pvt. Ltd. Gurgaon</td>
<td>20-26 April 2010</td>
</tr>
<tr>
<td>7</td>
<td>Jamna Auto Inds New Delhi</td>
<td>27-30 April 2010</td>
</tr>
<tr>
<td>8</td>
<td>Sona Koyo Steering Systems Ltd Dharuhera</td>
<td>2-8 May 2010</td>
</tr>
<tr>
<td>9</td>
<td>Sona Koyo Steering Systems Ltd Gurgaon</td>
<td>10-16 May 2010</td>
</tr>
<tr>
<td>10</td>
<td>A.K. Rubber Industries Gurgaon</td>
<td>18-23 May 2010</td>
</tr>
<tr>
<td>11</td>
<td>Koyo Componants (India) New Delhi</td>
<td>25-31 May 2010</td>
</tr>
<tr>
<td>12</td>
<td>Minda Auto Care Ltd Manaser</td>
<td>1-8 June 2010</td>
</tr>
<tr>
<td>13</td>
<td>Ngk Bearings Pvt. Ltd. New Delhi</td>
<td>9-15 June 2010</td>
</tr>
<tr>
<td>14</td>
<td>Suzuki Motorcycle India Pvt. Gurgaon</td>
<td>16-21 June 2010</td>
</tr>
<tr>
<td>15</td>
<td>Bajaj Motors Gurgaon</td>
<td>22-30 June 2010</td>
</tr>
<tr>
<td>16</td>
<td>Rico Auto Industry Gurgaon</td>
<td>2-8 July 2010</td>
</tr>
<tr>
<td>17</td>
<td>Denso India Ltd Noida</td>
<td>10-17 July 2010</td>
</tr>
</tbody>
</table>
Since the researcher as well as corporate managers keep very busy, it was not an easy task collect the questionnaires from them. The researcher has visited again and again according to their convenience so that the filled up questionnaires could be collected back from them. During these visits contacts were established with the organizations employees as well as organizational managers which proved to be very helpful in the whole process. Many corporate managers were reminded on telephone. However, some of the corporate managers who had misplaced their questionnaire, were supplied another copy of the questionnaire. A few organizational managers refused to fill up these questionnaires as they were busy and found the questionnaire to be very lengthy.

9. The Validity and the Reliability

The interpretive approach of our topic involves subjective points of view. Indeed, we interpreted data, so our reflection is influenced according to what we see of reality. Our explanations also depend on our perspectives. The goal of our thesis cannot claim that we are providing a new theory on the subject which is the pure reflection of the reality. Our study findings offer our understanding process of the topic which we consider as true. The study proposes our own reading and explanations of Values, Expectations and Attitudes of corporate managers.
Table: 3.3  Academicians/ Subject Experts for testing the Questionnaire.

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of Academicians and Supervisor</th>
<th>Name of University/ Institutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. B. K. Punia</td>
<td>HSB, GJU, Hisar</td>
</tr>
<tr>
<td>2</td>
<td>Dr. Anju Verma</td>
<td>HSB, GJU, Hisar</td>
</tr>
<tr>
<td>3</td>
<td>Dr. Nirmla Chaudhary</td>
<td>KU Kurukshetra</td>
</tr>
<tr>
<td>4</td>
<td>Ajay Solkhey</td>
<td>KU Kurukshetra</td>
</tr>
<tr>
<td>5</td>
<td>Dr. Luxmi</td>
<td>UBS, Chandigarh</td>
</tr>
<tr>
<td>6</td>
<td>Dr. Jitender Parshad (Sociology),</td>
<td>MDU, Rohtak</td>
</tr>
<tr>
<td>7</td>
<td>Radhey Shyam (Psychology)</td>
<td>MDU, Rohtak</td>
</tr>
<tr>
<td>8</td>
<td>Dr. Sanket Vij</td>
<td>BPSMU, Khanpur kalan</td>
</tr>
<tr>
<td>9</td>
<td>Dr. Neeraj Kaushik</td>
<td>TITS, Bhiwani</td>
</tr>
</tbody>
</table>

Our empirical study was conducted thanks to a organizational managers which represents their Values, Expectations and Attitudes. The Researcher decided to study different perspectives of the manager’s behavior in organizations. Researcher collected interviewees’ interpretations of the reality. In order not to distort results of interviews, if the interviewee was does not known, how to respond, the researcher him self took the role of the interviewer. However, our thesis aims at offering a relevant reflection regarding a suitable theoretical framework.

10. Research Instrument

10.1 Selection of Research Instrument

Selection of instruments is very important. Selection is guided by the purpose, the group, individuals with whom the instrument will be used and other technical aspects like suggested by Pfeiffer and Ballew (1998), who have given ‘25’ technical considerations for selecting an instrument. They are validity, reliability, objectivity, theoretical base, behavioural orientation, observability, special training, language, sophistication, complexity, supplementation, adaptability, transparency, fakeability, norms, availability, copyright restrictions, time required, expense, special materials, noxiousness, scoring complexity, data reduction, handouts and familiarity. Out of technical aspects, reliability, validity and objectivity are the most important. The
instruments must have high reliability and validity.

Instruments for Human Resource Development are devices used for collecting data on behavioural aspects to help derive some tentative generalisations. Like other instruments, a human resource development instrument has a referent (what is to be measured or diagnosed), consisting of units that have an index of some kind to express the results of the analysis/diagnosis. The simplest forms of human resource development Instruments are questionnaires which are widely used. These are used to collect data and then to draw conclusions to test or validate a set of hypothesis or theory. In the present study, three instruments were required to measure Values, Expectations and Attitudes of managers in the sampled organizations. These questionnaires were administered to the given sample, on the basis of research study. As we are dealing with values, expectations and attitudes and its impact on Organizational Excellence, the initial stage was that of diagnosis. Thus instruments were very useful at this stage, to collect data and develop an understanding of the data.

10.2 Research Tool

This study is carried out by using a survey approach with thirteen pages of questionnaire including a cover letter. The questionnaire is structured questionnaire. There were four sections in the questionnaire. First section measured attitudes of managers. Third part of questionnaire was related to the expectations of corporate managers. The last section was respondents’ demographic data 40 pre-tested single statement items. Four points Likert scaled were used to require the respondents to indicate their level of agreement and disagreement by marking a circle (O) at the appropriate number: (1) Strongly Agree, (2) Agree, (3) Disagree, (4) Strongly Disagree. The respondent are free to click any one options which she/he is feel suitable for their managerial behavior.
Table: 3.4   The following Libraries visited for the purpose of designing of the Questionnaire.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of Universities/ Institutes</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>KU kurukshetra</td>
<td>Sep. 2008</td>
</tr>
<tr>
<td>2</td>
<td>GJU Hisar</td>
<td>Oct. 2008</td>
</tr>
<tr>
<td>3</td>
<td>PU Chandigarh</td>
<td>Dec. 2008</td>
</tr>
<tr>
<td>4</td>
<td>MDI Gurgaon</td>
<td>Jan. 2009</td>
</tr>
<tr>
<td>5</td>
<td>FMS Delhi</td>
<td>Feb. 2009</td>
</tr>
</tbody>
</table>

10.3  Scoring

After the administration of the questionnaires and final collection of data, scoring of items was done.

10.4  Analysis and Interpretation of Data

After the scores are available, there is need to interpret the scores on the basis of conceptual framework and relevant theoretical aspects. For this we make use of both qualitative and quantitative techniques.

Statistical techniques are extensively used in large organizations. They provide an indispensable tool for collecting, organizing and interpreting data expressed in numerical terms. By synthesizing the data, these methods can facilitate the derivation of conclusions and formulation of generalizations. In research, we gather data for various attributes or qualities which exhibit differences in magnitude and which may vary along many dimensions. Such attributes or qualities are called variables. When we have two variables, it is called bivariate data. Thus we may like to know the degree of relationship between the two variables of such data. This degree of relationship is known as correlation. It is represented quantitatively by the coefficient of correlation. Its value ranges from -1.00 to +1.00.
11. Correlation Analysis:

There are several methods of correlation but the present study employs the statistical technique of Product Moment Correlation or Karl Pearson’s Correlation method for computing coefficient of correlation. This is used when the data for two variables are expressed in interval or ratio level of measurement and the distribution of these variables have a linear relationship. The following formula is used for calculating the value of ‘r’ – correlation coefficient.

\[
\text{Correlation } r = \frac{N\sum fx'y' - \sum fx' \sum fy'}{\sqrt{[N\sum fx'^2 - (\sum fx')^2][N\sum fy'^2 - (\sum fy')^2]}}
\]

Here ‘r’ = Coefficient of Correlation

N = Total number of managers
fx’ = Scores
fy’ = scores
\(\sum fx'^2\) = Total sum of scores
\(\sum fy'^2\) = Total sum of scores
\((\sum fx')^2\) = Total sum of square of scores
\((\sum fy')^2\) = Total sum of square of scores
\(\sum fx'y'\) = Total sum of product of scores of scores

11.1 Significance of the difference between two means (t – test)

In the field of research related to varied fields, there are occasions when we are more interested in knowing about the significance of the difference between two sample means (independent or correlated) drawn from the same or different populations rather than nearly knowing the significance of the computed sample means. The process of determining the significance between the mean varies with respect to the large or small sample as well as relatedness or unrelatedness of the sample. The sample being studied is large and the method of determining the significance of difference between means is by using one tailed test where we are only interested in knowing the direction of the difference between means. The steps
followed include:

Establishment of null hypothesis: Choosing a suitable level of significance, here we have selected 1% level of significance. Then determine the standard error of the difference between means of two samples. Determining the standard score values in terms of z (for larger sample) and in terms of ‘t’ (for smaller sample). Determining the critical value of z (for large sample) from the normal curve table. If the computed value of z in the given problem reaches the critical value of z, then it is taken significant and consequently the null hypothesis stands rejected.

Table: 3.5  The critical values to be taken are summarized in the following table.

<table>
<thead>
<tr>
<th>Level of Significance</th>
<th>Two Tailed Test</th>
<th>One Tailed Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>z value</td>
<td>z value</td>
</tr>
<tr>
<td>5% level</td>
<td>1.96</td>
<td>1.64</td>
</tr>
<tr>
<td>1% level</td>
<td>2.58</td>
<td>2.33</td>
</tr>
</tbody>
</table>

If the null hypothesis is rejected, we may say that the difference found in the sample means is trustworthy and real but it is not rejected, we have to conclude that the difference between the means is not real, it may occur by chance on due to sampling fluctuations.

Formula used in case of large and independent samples.

\[ SE_D \text{ or } \sigma_D = \sqrt{\sigma^2_{M1} + \sigma^2_{M2}} \]

\[ \sigma_{M1} = \text{SE of the means of the first sample} \]

\[ \sigma_{M2} = \text{SE of the means of the second sample} \]

\[ \sigma_D = \sqrt{\frac{\sigma^2_1 + \sigma^2_2}{N_1 + N_2}} \]

\[ \sigma_1 = \text{SD of the First Sample} \]

\[ \sigma_2 = \text{SD of the Second Sample} \]

\[ z = \frac{M_1 - M_2}{\sigma_D} = \text{Difference between mean} \]

\[ \sigma_D = \text{Standard error of difference between means} \]
\[ z = \text{Represents the ratio of difference between means to the standard error of the difference between the means} \]

The analysis of the data was carried out using Quantitative techniques by employing Correlation and t test. The present study will focus on determining the relationship of the variables i.e. Values, Expectations and Attitudes of managers with organizational excellence.

12. Referencing Method:

12.1 Harvard Style of Referencing is use in this research

In scientific and technical report writing a researcher will often want to refer to other work that is somehow related to your own. It is best to do this in a clear and unambiguous way. Indeed, failure to properly acknowledge the sources may leave a researcher open to accusations of plagiarism.

There are a number of different standard ways of referencing other people’s work, but they all share some features.

12.2 Main Features of the Harvard System

**Citations and references** follow these general principles:

A citation appears, in parenthesis, in the main text. It normally consists of the author's name, year of publication and (optionally) page numbers. It is intended to uniquely identify an individual item in the reference list.

The reference list gives full details for each citation that appears in the main text. The structure and format of an individual reference may vary, depending on the type of work being referred to. For example, identifying a web page requires a uniform resource locator (URL), while identifying a book does not.
A citation is inserted at the appropriate point in your text. This is intended to indicate the existence of related work that is relevant to the current text. A full reference is given separately for each citation. This is intended to give sufficient information to enable the reader to trace (and in principle acquire) a copy of the corresponding work.

12.3 The Citation

There are two ways to cite a work - which one is chosen depends on whether or not the author's name can appear in the text without interrupting its flow.

If the author's name can be used without interrupting the flow of the text, then it is cited by inserting the date of the referred work, within round brackets, immediately after the author's name. For example:

... Brin and Page (1998) designed a search engine that is widely used and has earned them a great deal of money ...

12.4 Reference List


If, on the other hand, the author's name would interrupt the flow of the text, then the author's name is included within the brackets, along with the date. For example:

... Google's search engine (Brin, S. & Page, L. 1998) is widely used and has contributed greatly to the company's success ...

12.5 Quotations

It is sometimes necessary to quote a passage of text from a related work. If the passage is a single sentence or shorter then it is simply enclosed in quotation marks, and accompanied by a citation in the normal way. For example:
Creaney (2009) advises that "If the passage is a single sentence or shorter then it may simply be enclosed within quotation marks".

It is recommended that "If the passage is a single sentence or shorter then it may simply be enclosed within quotation marks". (Creaney 1990).

12.6 Reference List


Each reference in the list should begin on a new line and they should be sorted by author name.

- If an author has several works in the list, then those references should be sorted by year - with the earlier ones coming first.
- If an author has several works in the same year, then those references should be distinguished by appending a lower case letter to the date.

This is illustrated in the example below.

Brin, S. & Page, L., 1998. The Anatomy of a Large-Scale ... ...
Creaney, N., 2005a. (Editor), AICS '05, Proceedings of ... ...
Creaney, N., 2005b. Generating Quantifiers ... ...
Creaney, N., 2006. (Guest Editor), Artificial Intelligence Review ...
Knuth, D.E. & Moore, R.W., 1975. An Analysis of ... ...

12.7 Reference of Book

A reference to a book, thesis or dissertation has the following structure.

- **Author's surname** followed by a comma.
- **Author's initials** in capitals, with full-stop after each and a comma after the final full-stop.
- **Year of publication** followed by full-stop.
- **Full title** of book in italics with capitalization of first word and proper nouns only - followed by full-stop unless there is a sub-title. If there is a sub-title,
this follows a colon at end of full title, with no capitalization except for proper nouns - follow by full-stop.

- **Edition number** followed by the abbreviation "ed." - followed by full-stop. Only include this if not first edition.
- **Place of publication**: Town or city, follow by colon.
- **Publisher** - company name followed by full-stop.

This is an example of a full reference to a book.

... Semantic networks (Russell & Norvig 2009) are often ...


### 12.8 Reference of Journal Article

A reference to a journal article has the following structure:

- **Author's surname** followed by a comma.
- **Author's initials** in capitals, with full-stop after each and a comma after the final full-stop.
- **Year of publication** followed by full-stop.
- **Full title of the article - not in italics** - with capitalization of first word and proper nouns only - followed by full-stop unless there is a sub-title. If there is a sub-title, this follows a colon at end of full title, with no capitalization except for proper nouns - followed by full-stop.
- **Full title of journal**, in italics, with capitalization of key words - followed by comma.
- **Volume number**
- **Issue/Part number** in brackets, followed by comma.
- **Page numbers** preceded by "pp." for a range of pages and "p." for a single page - followed by full-stop.

This is an example of a full reference to a journal article.

... Alpha-Beta pruning (Knuth & Moore 1975) is a technique ...

Reference of Website
A reference to a website has the following structure.

- **Authorship or Source** - followed by comma
- **Year** - followed by full-stop.
- **Title** of web document or web page - in italics - followed by "[Online]"
- **Date of most recent update** - within round brackets.
- **Available at** - followed by the URL (underlined)
- **Date of most recent access** - in square brackets - followed by full-stop

This is an example of a full reference to a website.

... Creaney (2008) discusses a range of ...


12.9 **The Bibliography**
Sometimes you may want to acknowledge that you are aware of a piece of related work. Perhaps you have read it and it has influenced your thinking generally, but not in a specific way that deserves a citation and reference.

These related works, if there are any, should be listed in a bibliography. The bibliography is organised and structured in exactly the same way as the reference list except that there are no corresponding citations.

12.10 **Standard Harvard Style**
The description given in this knol is based on the related British Standards (British Standards Institution 1989, 1990), but in practice there are often minor variations in usage - particularly outside the UK.
Most of the more common reference types and formats are listed above, and alternative lists can be found in Anglia Ruskin University (2007), De Montford University (2008) and, of course, British Standards Institution (1989, 1990). You may occasionally find the need to reference a type of work that is not covered by any of the above cases. If you are unable to find an exact match then you may have to improvise. If so, you should be guided by the following advice:

1. Adopt and adapt the best matching case from those above.
2. Ensure that your reference is clear and unambiguous, and that you give sufficient information to enable your reader to find the source.

If you are in any doubt about how to reference a particular item, you should follow the conventions of the organization that you are working in. In a university or college you might ask advice from your lecturer or librarian. Alternatively you might consult any existing reports within your organization to learn what previous authors have done.

13. Limitations of the Study

The research has contributed to the debate on Values, Expectations and Attitudes of corporate managers. Nevertheless, it is important to consider a number of limitations that may impinge upon its. Most of these limitations are linked to the methods that were chosen to conduct the research and were to a large extent discussed in Chapter 4. The choice of the Values, Expectations and Attitudes as a research the location of organizations may have influenced some of the findings. The country of India has its own strongly developed culture, which will influence the behaviour of managers. Conducting the study in the organizations would have been more reliable, but hardly feasible given the limitations of a research. The organizations were selected were institutions that agreed to participate and were to large extent a self-selecting sample. The same applies to the participating managers, who were selected on a voluntary basis by the respective organizations.
However, the majority of interviewees only learnt about the purpose of the study at the beginning of the interview, even though such information was not deliberately withheld by the researcher. The assumption is, therefore, that their reactions and answers were as spontaneous and unbiased as possible. Nevertheless, not every person feels comfortable agreeing to a 'blind' interview session, a fact which might have discouraged a few interesting managers from participating. The interviews were conducted transcribed and analysed in only one language that is English, by one researcher. Personal bias, as well as language barriers might have influenced end results. However, the restrictions of a research, as well as the nature of the study, left few alternatives. The translation of the entire questionnaire in their respective mother tongues to interview texts into English would have presented a substantial investment of both time and effort and probably would have introduced even more bias. Furthermore, conducting all the interviews in English would have restricted the participating managers’ ability to express themselves freely and spontaneously. The researcher's own language might have influenced the outcome of the Interviews given that same language participating managers might have found it easier to liaise with an interviewer stemming from the same language background as them.

Another important limitation of the present study consists of the subjective nature of the majority of the data. Participating managers, when describing themselves, gave their own perceptions of their management style. The researcher was unable to verify, within the limitations of this study, the information did not provide, nor did consider that to be the purpose of the study. Interviewing several managers would have redirected and re-focused the study and would have entailed a different set of bias. Boundaries needed to set, so that the study remained manageable and could be completed in a reasonable time frame.

13.1 There are also some limitations in this study
1) Firstly, due to practical consideration such as time constraints, the study could not adopt a more conclusive method that is 360 degree feedback evaluation by manager, superior, peer and subordinate to avoid any bias and error. It is highly recommended that future research should adopt the 360 degree feedback in gathering feedback in relation to the topic of leadership behaviour
and gender or other topics in any organisation. Besides, it provides a broader perspective and a more rounded view of leadership behaviour and gender through an open feedback system. With that, an individual department or the whole organization is able to identify the areas for improvement and development of managers. This indeed encourages a system which is more transparent and creates a culture of quality improvement.

2) Second, the sample size does not appear to be representative of the overall Indian population. It is just confined to National Capital region (NCR) with the total respondents of 300 to represent how Indian perceives the Values, Expectations and Attitudes of Indian managers. As the results had indicated that Values, Expectations affects the organizations and that variables can not be equally effective as mentioned in the some research, it is suggested that future research may look at the Indian managers the aspect of all other sector also like academically, Banks. This is due to the future challenges that managers may encounter especially for our country which is in the pace of development towards Vision 2020. The future research in this area is important to study how far our Indian managers have gone and contributed to nation building.

Keeping in mind the Values, Expectations and Attitudes chosen as a sample for investigation so that the emerging challenges of corporate managers could be dealt with in time and its rational be maintained.
14. **Organization of the Study**

The study has been presented in five chapters and efforts were made to present them in a systematic way.

**Chapter – I Introduction:** This chapter gives general background which contains an overview of Values, Expectations and Attitudes of corporate managers and conceptual frame work of the study.

**Chapter- II Review of related Literature:** This chapter deals with the available literature relevant to the present study, justification of the study. It review previous studies carried out earlier in these areas.

**Chapter – III Research Methodology:** It covers the methods adopted to investigate the topic under reference, tools and techniques used for data collection, design of the study, it contains, research design, sampling procedure, methodology used in this study.

**Chapter – IV Data Analysis and Interpretations of the result:** It covers detailed analysis of data about the Values, Expectations and Attitudes.

**Chapter – V Findings, Recommendations and Conclusion:**
REFERENCES


