CHAPTER- 2

RESEARCH METHODOLOGY

0 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.

In the preceding chapter, researcher has overviewed briefly on Call Centers and some review on job satisfaction in Call Centers. 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 techniques. The data were gathered through questionnaire and interview.

1. LITERATURE SURVEY

For this study, the literature survey was undertaken according to term used in the topic of research. 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 Job Satisfaction, Attrition Rate, Call Center, and Executive in the Call Center. A thorough search was made through secondary sources to find the literature related to Job Satisfaction, Attrition Rate, Call Center, and Executive in the Call Center witch 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.
2. RESEARCH INSTRUMENT

2.1 QUESTIONNAIRE

The structured questionnaire is used and designed by Researcher in close consultation with the male and female executives of Call Centre at Gurgaon. The questionnaire contained closed questions, mainly statements to be rated using a scale. It was supported from the questionnaire used by another research supplier in the previous wave. The previous version used, however, was subject to significant changes based on instructions from the subject experts and senior executive of Call Centre. In summary, the instructions from subject experts and senior executive of Call Centre the required the rewording of the statements to be rated from an overly positive to a more neutral phrasing to avoid biasing responses. For example, the statement “getting good salary by you” was changed to “I am getting adequate salary for this job”. Previously an 11 point (0-10) agreement scale was used. This was changed to a 4 point descriptive performance scale as follows: 1:-Strongly Agree, 2:-Agree, 3:- Disagree, 4:- Strongly Disagree. The use of word based scales (as opposed to numerical scales) reflects the client’s experience, e.g. an unhappy client is not likely to say the experience was ‘a 1’, but rather, ‘it needs a lot of improvement’.

The meaning of the worded scale is clear so that, as much as possible, everyone is thinking of the same thing when they give a certain response. These fundamental changes to the questionnaire have implications for trending/comparing with the data from previous waves using the previous 0-10 scale(s) and previous biased statement wordings. Therefore, this wave should be seen as the benchmark for future waves of the research. The respondents were asked to rate one aspect of job satisfaction and reason of attrition from call Centres using the 1-4 scale. From this it was possible to identify in each section for example how all those who rated as ‘Proper and fair shift rotation is available’ scored this on average on a 1-4 scale or those who rated as ‘The organization’s culture is not suitable for me” scored this on the 1-4 scale etc. This calibration was then applied to each statement in the respective section to derive a calibrated mean. A more detailed explanation of the calibration process has been included in the Appendices to this research.
2.2 Pilot Survey of Testing of Questionnaire

Prior to the main fieldwork period, the draft questionnaire was subjected to both cognitive and pilot testing. The interviews were conducted with clients of each of the ten targets Company. The aim of the pilot survey is:

1. The understanding of the questions;
2. The relevance of the questions;
3. The structure of the questionnaire;
4. What elements of the questionnaire were open to misinterpretation;
5. Whether the questionnaire could be made more client friendly; and
6. The effectiveness of the proposed rating scales used and possible calibration with scales used previously

The interviews were conducted face-to-face by researcher of Male and Female Executive of Call Centre. As such, they were more like a depth interview. In this way, greater probing was achieved on a question by question basis. The respondent were invited to offices to answer the actual questionnaire and straight afterwards they were joined with the interviewer face-to-face to go through each of the question areas and obtain their reactions to how the question was asked of them and how they felt about the ease of responding to it etc. Like past waves of the call centre satisfaction research, this wave was conducted using distribution of questionnaires to Male and female Call Centers executives.

All interviews were conducted at Gurgaon (Haryana). On average each interview took 14 minutes to complete. A total of 50 cognitive interviews – 5 from each of the 10 target BPO - were conducted on the between 1 February, 2008 and 28 August, 2008. These interviewees were recruited from lists provided by the concerned company. Once the cognitive testing was completed researcher assessed the results and outlined suggested improvements to the questionnaire, which were then agreed in close consultation with the Call Center Executive. The questionnaire, based on the outcomes of the cognitive testing and content as negotiated with the other past questionnaires used, was then pilot tested by researcher amongst 50 respondents’ (5 from each of the 10 target Call Center). The sample was again provided by the concerned company of BPO.
3. RESEARCH DESIGN

A well settled research design is necessary to fulfill the objective of the study. It means definite procedures and techniques that guides to study and propounds way for research viability. In our research methodology, Descriptive questions have been asked during survey and research hypotheses have been verified in the context of Call Centres Executives. A survey identifies the Job Satisfaction and Attrition Rate in Male and Female Executives in Call Centers at Gurgaon. The survey has been conducted using structured questionnaires. The major emphasis in present study is to Diagnostic the Job Satisfaction and Attrition Rate in Male and Female Executives in Call Centers at Gurgaon. Following two methods in the context of research design for the present study have been used. The research design is descriptive cum diagnostic in nature.

3.1 The Survey of Concerning Literature

Present research work is Descriptive cum Diagnostic in nature. Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. For this purpose researcher has reviewed concerning literature related to Call Centre from various articles, research papers and books, later formulated the research problem or developed hypothesis. Hypothesis stated by earlier researchers is reviewed and their usefulness be evaluated as a basis for present research.

4. SAMPLE DESIGN

Gurgaon is located in the northern state of Haryana, and is renowned for its upscale shopping malls, IT enabled-companies and BPO firms. Gurgaon is one of the leading IT-BPO destinations in India accounting for over 5 per cent of the total exports. Today this city is counted among the best spots to setup a BPO centre in India and has indeed become an outsourcing & offshoring hub in India.

The key factors that are responsible for the constant mushrooming of BPO firms in Gurgaon are favourable business environment and infrastructure, governmental support as it considers IT-BPO a thrust sector going forward and is actively encouraging the growth of the sector in the state, social and political stability. Beside this, workforce and proximity to the airport are some other crucial factors that are heavily considered by most investors before starting a BPO in Gurgaon. Also, Telecom connectivity is excellent with multiple vendors
providing services. According a study conducted by NeoIT, an offshoring consultancy, on 27 Indian cities to judge their Offshore Competitiveness, Gurgaon is the perfect location for software and outsourcing. Out of the score of 120, Gurgaon scored 100 points and Bangalore came at the second spot.

The Gurgoun (Haryana) city of Call Centers valley has been selected for the study. The selected Call Centers are Convergys India service pvt. Ltd, IBM Daksh global process services, HCL technologies business services (BPO), Wipro BPO solutions limited, Infosys BPO, 24/7 customer, GENPACT (formerly known as GE capital international services), WNS limited, iGATE patni limited, Mphasis inc. 300 interested participants were selected for the study. 20 respondents were taken from each BPO. The sampling method that was used in this research was conveniences sampling. Out of the 300 questionnaires that were distributed, only 273 questionnaires were collected. All the concerned Call Centre situated in Gurgaon is sample population of this study. Convinces sampling techniques have been used for selection of sample design. The researcher has chosen only ten BPO which is situated in Gurgaon. This has been done in view of time and financial resources available with the researcher.

5. DATA COLLECTION PROCEDURE

Data were collected from the primary sources. Structured questionnaire were distributed via personal contacts. Data was collected over a period of 4 months. A total of 300, questionnaires were distributed to the Call Centre Executive. Out of 273 were returned. Of the 273 returned questionnaires 6 were incomplete and 267 were usable for analysis purpose.

5.1 Collection of Primary Data

Mailed questionnaires, discussions and non-participant observation formed the tools and techniques of data collection from the primary sources. The Call Centre served as the primary source of information. Job satisfaction structured questionnaires intended to be, an instrument for obtaining the necessary information were distributed among the respondents. A pilot study was conducted during 1 February, 2008 and 28 August, 2008 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 questionnaire was distributed to all the respected Call Centre Executives which cover all the necessary information regarding Job satisfaction.
Data were collected from the Convergys India service pvt. Ltd, IBM Daksh global process services, HCL technologies business services (BPO), Wipro BPO solutions limited, Infosys BPO, 24/7 customer, GENPACT (formerly known as GE capital international services), WNS limited, iGATE patni limited, Mphasis inc. Call Centers. After meeting the human resource manager of the concerned Call Centers, it was agreed that the concerned staff distribute the job satisfaction questionnaire to their respective executives. If the participants agreed to be part of the study, they were provided with a questionnaire. The questionnaires were distributed to the employees of all shifts. Then the completed questionnaires were collected from the human resource manager as well as personally by the researcher. Confidentiality and secrecy of the respondents were protected as their names were not required on the questionnaires.

Similarly some secondary data were also collected for the information regarding Absenteeism, Employees Turnover and Performance

To make study more meaningful, personal interview with managerial personnel as well as professor of departments has been conducted because they are expert in research related to job satisfaction. During the course of interview, questions pertaining to the existing Job satisfaction and attrition rate in call Centre and, their problems, problem of the organization, and probable solutions were discussed. It improves the understanding of researcher to conduct the survey among Call Centre. The personal interview enables the researcher to understand the real Job Satisfaction of women as well as men Call Centre Executive.

Due to constrain in time frame collection of primary data was not feasible. So the emphasis was given to the secondary data.

5.1.1 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 Call Centre executives who were very busy in their work and could not fill up the questionnaire in time.

5.1.2 Conduct of Interview

Interview was conducted for those respondents who could not fill up the questionnaire or left the some of the questions blank due to lack of time. Interview also covered that Call Centre Executive 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.

For conducting the interview, first a list of such Call Centre Executive (regular user) and Call Centre Executive (busy) was prepared, in consultations with Call Centre employees as well as with their daily schedule in Call Centre. Then appointments were taken with these selected Call Centre executive from each BPO. Five to ten were interviewed in all BPO. 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 containing open-ended questions. (Appendix).

To collect the information regarding the Job satisfaction and attrition rate of male and female Call Centre Executive, face-to-face interview is conducted. Researcher selected a sample of ten male and ten female Executive from the different Call Centres. They all work as Call Centre Executive, in the Gurgaon (Haryana) of India. All the Call Centre Executive, whom researcher questioned, is known of us thanks to our research works on Job Satisfaction And attrition rate of Call Centre Executives as well as our Department and University. Indeed, researcher crossed interviews of male Executive who lead their gender counterparts and female followers, and also female executive who lead their gender counterparts and male followers.

5.1.3 Secondary Sources

Researcher collected secondary data about Job satisfaction and attrition rate, except for the data collected through interviews designed for our empirical study. The data were collected from to Internet and references of similar thesis; researcher explored scientific publications, conference, board reports, legal texts and several specific encyclopedias. Researcher 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. Call Centre’s Job satisfaction issues make also part of current conversations such as discussions researcher had with colleagues or friends and other Call Centre Executive during training. All these formal and informal secondary sources related to the combination of various experiences, provided us information enriching our contemporary understanding of Job satisfaction and attrition rate in Call Centre issues.

5.1.4 Other Source

This study is totally based on primary data. The present study has been conducted in the Gurgaon valley of Call Centre because maximum BPO Company is doing their service in the region. For the general understanding of the Job satisfaction and attrition rate in Call centre researcher consult the following.

1. Scholarly Journals
2. Report of BPO Company
3. Review of Articles
4. Reference Books

6. MEASURING INSTRUMENTS

6.1 The Survey for Job Satisfaction

As most job satisfaction surveys are done using questionnaires method, the measuring instruments used in the study are also questionnaires method. This research compiles a short biographical questionnaire to determine the percentage of age, gender and experiences of the targeted sample group. The Job Satisfaction Survey measures the job descriptive like pay, allowance and other economic benefits, opportunity for promotion, supervision, personal development, the opportunity to utilize ones fullest potential, the authority to make decision, job security, recognition for good work done, feeling of worthwhile accomplishment, working condition, present work, working hour/ shift, clarity of job description, flexibility in employee related policies and over all job satisfaction. The scores for the Job satisfaction ranges from 1 to 4, where 1:-Strongly Agree, 2:-Agree, 3:- Disagree, 4:- Strongly Disagree
6.2 Absenteeism, Employee Turnover and Performance Measurement

The Human Resource Department of the concerned company was consulted for the information regarding employee turnover, absenteeism and performance. The data were collected by interviewing the concerned person of the company. The companies measure the performance on the basis of sales the agent has made. Higher the sales they made better the employee’s performance. The company measures the performance of each month on the basis percentage of total sales of the year. For the absenteeism the companies have established 5% absenteeism as a standard. Anything below this is tolerable but if the absenteeism exceeds this standard then there is a serious problem. Similarly the companies have the record of the employees joining and leaving the organization. The data is provided on the basis of those records.

7. STATISTICAL ANALYSIS

The data is interpreted using the SPSS (Statistical Package for Social Sciences) and the results are shown by means of tables and graphs. The percentage, correlation and Chi-Square test is used to test the Hypothesis.

8. 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 explanation of Job Satisfaction and attrition rate of Call Centre Executive.

The empirical study was conducted. Thanks to a Call Centre Executives which represents many different Job satisfaction situations. Researcher decided to study different perspectives of Call Centre Executive regarding Job satisfaction and attrition rate to get interesting data. 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.
9. ADMINISTRATION OF THE QUESTIONNAIRE

The questionnaires were distributed personally in the selected BPO Offices of companies for the survey. The researcher personally went into BPO offices for filling up the questionnaires. 300 Questionnaires were given to all the related Call Centre Executive. Thus sample of 300 persons were chosen to whom the questionnaire was given. The researcher has got the reply of 273(91%) respondents. A few respondents took keen interest in these questionnaires and returned them duly completed in all respects timely. Out of 273 only 267 is useful for our study. The 6 questionnaires are not filled up properly that’s way researcher canceled these questionnaires and remove the biasness in the results. In some BPO the researcher encountered with the problems like “they forgot to fill it up” or bring it and so on. Thus, the response was neither very much encouraging nor disappointing.

Table No. - 2.1

Sample Composition by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Sample</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Executive</td>
<td>162</td>
<td>60.7%</td>
</tr>
<tr>
<td>Female Executive</td>
<td>105</td>
<td>39.3%</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100%</td>
</tr>
</tbody>
</table>

Following table shows the respondents category based on their gender. As the gender of the Call Centre Executive was the moderator in this study, an estimated quota was set, for example, 50-50 for gender of the Call Centre Executive so that the findings were more comparable based on an even sample size. Male Call Centre Executive respondent reply only 162(60.7%) and Female Call Centre Executive reply 105(39.3%). This is to ensure that the respondents had better understand the questionnaire as a Call Centre Executive.

9.1 Layout of the Covering Letter

A covering letter was attached to every survey. According to Sekaran (2000), 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 minimize biased answers from the respondents because participants are made aware that their organizations would not be able to identify individual responses and hence they are confident to express their views freely.

9.2 Follow up Contact

Secondly, a follow up contact by phone to the person assisting in the research at the organizational level was made to establish a professional working relationship. This relationship building is particularly important when making special requests during the survey administration; for example, a follow up reminder email to enhance the response rate.

In the BPO context, establishing a good working relationship with the Call Centre Executive was fundamental to the success of the research. The Call Centre Executive plays crucial roles and always prefers to build trust with the external person before committing to work.

Therefore, addressing them in verbal and written communications through appropriate and respectful behaviours and gestures were necessary throughout the research. Such relationship building resulted with the Call Centre Executive becoming voluntarily involved in the collections of the completed surveys, sending reminder emails and communicating with employees by word of mouth to enhance response rate. That is, once a professional working relationship has been established trust is automatically built as a consequence. Therefore, appropriate relationship must be made from the very beginning so that it is much easier to administer the research; in addition, if necessary, support can be requested along the way. In many cases the Call Centre Executive, who is the participating to complete the survey have taken a personal interest in the present study and expressed their willingness to contribute and support whenever necessary. This is reflected in the successful response rate of Male respondent reply 162(60.7%) and female respondents reply 105(39.3%).

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9.3 Reply Paid Envelopes

The third step involved attaching reply paid envelopes to the survey to encourage responses in the Call Centre Executive. This incentive is predicted to increase the response rate of mailed surveys. Furthermore, as the reply paid envelopes are addressed to the researcher personally, there is an added sense of confidentiality in relation to the completed surveys.

10. DATA ANALYSIS

Responses obtained from the returned questionnaires were separately coded and entered on the computer terminal for use in computer tabulations. SPSS (Statistical Package for Social Sciences) was used to show relationships between various variables. Tests of significance in independent sample were calculated using specific SPSS to check the Job satisfaction of male female executive. However, percentage, chi-square, and correlation are the main tools for analyzing the surveyed information.

10.1 Tools for Analysis

In this study, some related tools of statistics have been used for the purpose of analysis. Percentage, $\chi^2$ test, and correlation are used. The uses of all these techniques have been made as per the requirement of the analysis.

10.1.1 Chi-Square ($\chi^2$) Test

The $\chi^2$ test (Pronounced as chi-square test) is one of the simplest and most widely use non-parametric test in statistical work. The quantity $\chi^2$ describes the magnitude of discrepancy between theory and observation. In our research we have used this test to determine whether two independent random samples drawn from different populations are homogeneous. It is defined as:

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Where:

- $O$ = refers to the observed frequencies and
- $E$ = refers to the expected frequencies
10.1.2 Test Criteria

This test enables us to explain whether or not two attributes are associated. The calculated value of $\chi^2$ is compared with the table value of $\chi^2$ for given degrees of freedom at 0.05 level of significance. On the basis of data researcher calculated the expected frequencies and then work out the value of chi-square.

If the calculated value of $\chi^2$ is less than the table at a 0.5% level of significance for given degree of freedom, it is conclude that null hypothesis is rejected which means that there is significant difference between male and female on their leadership behaviour.

10.2 Correlation

Correlation is often used as a descriptive tool in non-experimental research. We say that two measures are correlated if they have something in common. The intensity of the correlation is expressed by a number called coefficient of correlation. This is almost always denoted by the letter ‘r’.

11. STANDARD USED FOR REFERENCES

For providing the bibliographical references, Harvard system of referencing was used in the study. Example is as follows:

11.1 Journal Articles

AUTHOR(S) (Year) Title of article. Title of journal, Vol. no. (Part no./Issue/Month), Pages use p. or pp.

11.2 Books

AUTHOR(S) (Year) Title. Edition – if not the 1st. Place of publication: Publisher.

11.3 Books with Two or Three Authors

11.4 Books with More Than Three Authors


11.5 Books with One or More Editor(S)

Include the abbreviation (ed.) or (eds.) after their surname. EDITOR(S) (ed./eds.) – (Year) *Title*. Edition. Place of Publication: Publisher

11.6 Chapters in Books

AUTHOR(S) (Year) Title of chapter. In: AUTHOR(S)/EDITOR(S), ed(s). *Book title*. Edition. Place of publication: Publisher, Pages. (Use p. or pp.)

11.7 Newspaper Articles

AUTHOR(S) (Year) Article title. *Newspaper title*, Day and Month (abbreviated), Pages, use p. or pp.

12. PROBLEMS FACED DURING SURVEY

The researcher faced a number of difficulties and had certain limitations namely:

1. Call Centre Executive were very secretive about their attitude toward each others

2. In BPO there are no provisions for equal job opportunity for women to appoint as Call Centre manager

3. A few numbers of respondents were not familiar even with the questionnaire, hence researcher had to spend lot of time in explaining these terms and in spite of such an effort by the researcher, the concerned respondents were not able to give proper answers to the open-ended questions put to them. But researcher tried his best to make the subject as simple as possible for the respondents
REFERENCES

