Chapter 4

Research Methodology
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RESEARCH METHODOLOGY

After providing the theoretical background, the next phase of research is to test the theory empirically. To meet this objective, an empirical study of various organizations in the IT, Banking and Telecommunication were undertaken. This study has set out to analyze the perceptions of the business professionals regarding attitudes toward ethical behavior and its impact on personal, team and organizational effectiveness.

This chapter discusses the Research Methodology that has been adopted for this study. The following sections discuss the Research Design, Measures Undertaken, Questionnaire Development, and Statistical Techniques used for Data Analysis.

4.1. DATA SET

4.1.1. Data Sources

The present work is an empirical research based on both primary and secondary data. The theory is basically developed from secondary sources of information and a thorough study of various academic works in the fields has been attempted. Various sources used for the purpose are books, articles that appeared in journals and newspapers, study reports etc. Primary data were collected with the help of a self-administered questionnaire.

4.1.2. Sample

The present research undertakes a study comprising of the sample given below:

Selection of Sectors

Three sectors were selected for the present study: Information Technology, Banking and Telecommunication. These three sectors were selected as they
are operating in an environment where the increasingly globalization of business has brought about a greater need to deal with ethical questions in new and different settings (Viswesvaran, Deshpande and Joseph, 1998). These developments have increased both the depth and breadth of business ethics research today.

Selection of Respondents

A cross section of people from the selected organizations was selected as to get a better and wider perspective and assess whether the people have understood the meaning of personal ethics. Hence the sample consisted of senior executives and managerial personnel from all the departments of the various organizations selected for the study.

The questionnaire was administered to a total of 550 respondents in all three sectors of Delhi and NCR. The sampling technique employed in the study is convenience based non-probability sampling. According to Churchill (1979) this type of sampling can be adopted when emphasis is on exploratory research. Out of 550 questionnaires distributed, a total of 311 correctly completed questionnaires were returned hence yielding a response rate of approximately 56.5%. To ensure a high response rate, care was taken to personally administer as many questionnaires as possible, further constant follow-up was done and patience was maintained all throughout to ensure that the respondents filled the questionnaires.

4.1.3. Pilot Survey

The present study used self administered as well as standardized scales or survey instruments to collect primary data. These scales were adapted and customized to suit the study undertaken. In order to customize the measurement instrument, a pilot survey of 30 respondents was conducted in initial phase. The sample was on the basis of convenience sampling and represented employees of various organizations working in various departments. As the questionnaire was self explanatory, the respondents were
asked to fill out the questionnaire as per the instruction. The responses were carefully reviewed and analyzed and as per the results, subsequent changes were made in the questionnaire so as to adapt them to the present study.

Reliability: The reliability of the scale was determined by two methods: (a) the dependability co-efficient by the Test- Retest method, with 7 to 10 days interval from a sample of 30 subjects, is 0.77 (b) The split half reliability co-efficient, corrected for full length, from a sample of 30 subjects is 0.64.

Validity: Besides face validity, the scale has high content validity. The items of the questionnaire are directly related to the concept of personal, team and organizational effectiveness. From the co-efficient of reliability (Garret, 1971), the reliability index of 0.88 was indicated to be of high validity.

4.1.4. Questionnaire Development

The questionnaire was developed on the basis of knowledge gathered from a priori discussion with managers, academicians, and from the survey of relevant literature.

Procedure for Test Construction

The scale development process proceeded through three phases. Phase 1 consisted of item generation and preliminary scale construction. During phase 2, data on preliminary scale were collected, inappropriate items were eliminated and the final scale was constructed. In phase 3, the psychometric properties of the scale were worked out, namely reliability and validity.

Phase 1: Item Generation and Preliminary Scale Construction

The first step was to identify the specific measure of Personal, Team and Organizational Effectiveness. The literature was reviewed for identifying the culturally relevant characteristics of the variables under study. The variables were identified from the various sources like books, review of literature, journals, newspaper articles and periodicals etc.
Effectiveness of a psychometric test largely depends largely upon the construction of effective and objective items of which it is composed. It is also necessary to keep in mind the type of population for whom the test is intended. Any test can be improved through the selection, substitution and revision of items (Nunnally, 1979).

Dimensions identified: After a careful analysis of items, the following items were identified of Personal, Team and Organizational Effectiveness i.e. Honesty, Loyalty, Trustworthiness, Responsibility, Goal setting in teams, Task Completion in teams, Cooperation and Collaboration in teams, Fairness in Competition, Organizational culture and Job Satisfaction

Ten major dimensions were identified and about 0 item statements pertaining to the dimensions were developed. Items have been written dimension wise to prevent overlapping among items and later they were jumbled up. The items were written explicitly so that could be comprehended by individuals having a moderate knowledge of English language.

4.2. MEASURES USED IN THE STUDY

The study employed the following measures:

4.2.1. Measure of Personal Information

The personal profile included questions regarding the respondents’ personal background and his job including age, gender, educational qualification, experience in the present organization and level in hierarchy.

4.2.2. Operationalisation of the Variables

Measures used in the study are Personal Effectiveness, Team Effectiveness and Organizational Effectiveness. The different scales used to measure various variables in present study were checked with adequate validity and reliability. Inter correlations also showed generally positive relationships.
(a) Measure of Personal Effectiveness

The scale consisted of 25 items and assessed 5 dimensions. A pilot survey was conducted and based on this survey, the final scale for this survey, the final scale for the present study consisted of 20 items consisting 4 dimensions. The rest of the dimensions were considered redundant for the present study hence was not included in the final questionnaire:

i. Honesty: The items focused on the truthfulness about the work life situations.

ii. Loyalty: The items emphasized on the feelings of commitment and attachment.

iii. Trustworthiness: The items in this category focused on the degree of reliance and discretion.

iv. Responsibility: The items related to the feelings of accountability and conscientiousness.

The representation of different components according to the item number is given below.

<table>
<thead>
<tr>
<th>Component</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honesty</td>
<td>1 to 5</td>
</tr>
<tr>
<td>Loyalty</td>
<td>6 to 10</td>
</tr>
<tr>
<td>Trustworthiness</td>
<td>11 to 15</td>
</tr>
<tr>
<td>Responsibility</td>
<td>16 to 20</td>
</tr>
</tbody>
</table>

The items were scored on a five point Likert Scale according to the following response categories:

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree
(b) Measure of Team Effectiveness

In the scale used for the purpose of measuring the Team Effectiveness, Initially, 5 dimensions were identified. A pilot survey was conducted and based on this survey, the final scale for the present study consisted of 15 items consisting 3 dimensions. The rest of the dimensions were considered redundant for the present study hence was not included in the final questionnaire.

i. Goal setting: The items in this category focused on personal goal alignment with organizational goals.

ii. Task completion: The items related to sharing of knowledge and expertise for task accomplishment.

iii. Cooperation and collaboration: The items emphasized on mutual participation and contribution.

<table>
<thead>
<tr>
<th>Goal setting</th>
<th>1 to 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task completion</td>
<td>6 to 10</td>
</tr>
<tr>
<td>Cooperation and collaboration</td>
<td>11 to 15</td>
</tr>
</tbody>
</table>

The items were scored on a five point Likert Scale according to the following response categories:

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

(c) Measure of Organizational Effectiveness

In the scale used for the purpose of measuring the Organizational Effectiveness, Initially, 5 dimensions were identified. A pilot survey was conducted and based on this survey, the final scale for the present study consisted of 15 items consisting 3 dimensions. The rest of the dimensions
were considered redundant for the present study hence was not included in the final questionnaire.

i. Fairness in competition: The items focused on equality, recognition and justice.

ii. Organizational culture: The items in this category focused on ethnicity, custom and traditions of the organization.

iii. Job satisfaction: The items focused on accomplishment and contentment in job.

The representation of different components according to the item number is given below.

**Fairness in competition** 1 to 5  
**Organizational culture** 6 to 10  
**Job satisfaction** 11 to 15

The items were scored on a five point Likert Scale according to the following response categories:

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

**(d) Measure of Personal Ethics**

This section of the questionnaire focused on personal ethics at workplace and consisted of 20 items was developed using the Charlotte Mc Daniel (1997) scale.

**Method of Data Collection**

Data collection for the study began after the formality of seeking the permission to conduct the study. Permission was sought through the Human
Resource Department. In some cases, the researcher was given free access to visit the organization and contact the concerned people. Data was collected through self-administered questionnaires and in order to ensure highest possible response rate, an effort was made by the researcher to get the questionnaire filled personally wherever possible. However, in some cases, the questionnaires were sent through mail or e-mail. The concerned person was contacted by phone before sending the questionnaire through email or post. The same methods were used for collecting the filled in questionnaires from the respondents.

As the questionnaire was self-explanatory, the respondents were asked to respond as per the instructions in the questionnaire. In order to reduce bias and get frank responses from the respondents, the following precautions were taken.

- The respondents were apprised about the purpose of the study.
- An attempt was made to include people from all departments in the managerial level.
- The respondents were also assured about the confidentiality of the information and were asked not to mention their names.
- In case of any doubts, they were asked to contact the researcher.

**Method of Data Analysis**

The data obtained from the survey were coded and fed into the computer. This included processing, coding, tabulation and analysis of data. First, the coding of the questionnaire was done and for preparing data for computation, data definition file was prepared with variable numbers, column numbers, variable codes and labels. All the 70 items were indexed into 10 variables for final analysis and they are presented in table 4.4. SPSS (version 12) was used for analysis and statistical tools like mean, standard deviation, t test, ANOVA, correlation analysis and multiple regressions were used.
Table 4.1: Indexing of Variables under Study for the Analysis

<table>
<thead>
<tr>
<th>Variable No.</th>
<th>Variable Label</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>H</td>
<td>Honesty</td>
</tr>
<tr>
<td>2</td>
<td>TW</td>
<td>Trustworthiness</td>
</tr>
<tr>
<td>3</td>
<td>LY</td>
<td>Loyalty</td>
</tr>
<tr>
<td>4</td>
<td>RES</td>
<td>Responsibility</td>
</tr>
<tr>
<td>5</td>
<td>GS</td>
<td>Goal Setting</td>
</tr>
<tr>
<td>6</td>
<td>TC</td>
<td>Task Completion</td>
</tr>
<tr>
<td>7</td>
<td>CC</td>
<td>Cooperation</td>
</tr>
<tr>
<td>8</td>
<td>FC</td>
<td>Fairness in Competition</td>
</tr>
<tr>
<td>9</td>
<td>OC</td>
<td>Organizational Culture</td>
</tr>
<tr>
<td>10</td>
<td>JS</td>
<td>Job Satisfaction</td>
</tr>
</tbody>
</table>

Statistical Treatment of the Data

After scoring the questionnaire, the raw data was tabulated for each variable being studies separately for each organization. The computation of the raw data was done in order to the following statistical analysis:

1. Descriptive Statistics
2. Inferential Analysis
3. Correlation Analysis
4. Multiple Regression Analysis

Descriptive Statistics

It was done with an objective of analyzing the mean scores and the standard deviation scores of the four sectors (IT, telecommunication, Pharmaceutical and Bank) in the two countries under study.

Inferential Statistics

The inferential statistics, which included t test and the Anova to determine whether there, were any significant differences between the dimensions.
Correlation Analysis

In order to understand the relationship between the personal Effectiveness with the various dimensions of personal, team and organizational effectiveness, product moment correlation was computed.

Multiple Regression Analysis

Regression is the determination of statistical relationship between two or more variables. Personal Ethics was taken as the dependent or criterion variable and the various dimensions of Personal, team and Organizational Effectiveness as the independent variable or predictor variable, stepwise Multiple Regression was used.

The next chapter of the study presents the statistical results and the findings thereof.