CHAPTER VIII

LIMITATIONS OF THE STUDY
8.1 The research is limited to participants in Mumbai region which is considered to be representative of employee engagement practices in organizations and employee engagement of sales / marketing professionals across the country. Thus the sample frame was determined accordingly at the time of deciding the research design. However, this research might not reflect subtle changes that might arise due to regional differences which could affect employee engagement of sales / marketing professionals.

8.2 Although the researcher has taken precautions to ensure that the information provided by the respondents is objective and transparent, there could be biases, perceptions and attitudes of respondents which have been reflected in their responses. Despite all efforts, in some cases, respondents did feel constrained while sharing information about particular aspects. This could have been due to the academic nature of the survey. However, this difficulty would not be faced by large consultancy houses that are known in the field of employee engagement to be conducting global and organizational surveys. This might lead them to gather more accurate information.

8.3 Continuing on the same note, the researcher faced difficulty in probing organizations to respond in detail about their attrition rates particularly attrition among sales / marketing professionals. This limited access to direct information through primary source regarding attrition and employee
engagement among sales / marketing professionals. Thus the researcher was compelled to make indirect conclusions based on related findings about the aspect mentioned.

8.4 The literature search and review was dependent upon the availability and access to research information with respect to researches conducted in India. It must be acknowledged here that although plethora of research is conducted in the area of employee engagement, research focusing on employee engagement among sales / marketing professionals and also considering the effect of mentoring on employee engagement is limited. Thus limiting access to secondary sources.

8.5 In an academic research of this nature only illustrative factor affecting employee engagement, attrition and related variables were used to test the hypothesis under consideration. This means that items in the survey questionnaire were restricted keeping in mind the scope and purpose of the research. Thus, restricting the inclusion and study of many more factors which might be intervening the relationships studied. To get a complete picture many more parameters could be included and their effects could be studied further.

8.6 The researcher was interested in studying employee engagement among sales / marketing professionals, thus restricting the sample surveyed to this group only. Other job categories were not involved in the study. Thus the
results obtained can be generalized to sales / marketing professionals only. Any generalization to other professional groups would require further exploration and research.

8.7 Care has been taken to include only those organizations which implement the various strategies studied under the umbrella of employee engagement. Thus the sample frame was decided accordingly. Many organizations are actively trying to implement strategies to engage employees. As human resource practices evolve and more organizations are able to initiate, implement and sustain their engagement initiatives rather than just having a spurt of such actions, the scenario will become more positive. Thus, due to the rapidly changing scenario on this front, the present study is limited as the sample frame cannot be generalized beyond the time frame of the study. Any further research in this area will have to consider the spread of human resource practices at the time of study and accordingly decide the sample frame as appropriate at that time.