CHAPTER 3
RESEARCH METHODOLOGY
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After the collection of research data, an analysis and interpretation of result is necessary. The purpose of analysis is to build up a sort of empirical model where the relationship involved is carefully brought out so that some meaningful inferences can be drawn. Analysis of data is to be made with reference to the purpose and objective of the study and its possible bearing on the facts that are to be revealed.

In this chapter the researcher has analyzed the data. The Tables and Graphs on demographic characteristics of employees generated to make a clear understanding about the profile of the respondents and their perception towards dimensions of organizational health in the Hotel Industry in Indore City.

3.1 THE RESEARCH DESIGN

The present research is an Exploratory and as well as Descriptive in nature. In this present research study the dimensions of Organizational Health in the service sector (private) organizations was explored. In this research, the concept of organizational health and its dimensions were studied and an attempt would be made to identify the intensity of the factors affecting health of any organization. This was a sector based study in which various segments of population would be sampled. And also it is descriptive in nature that provides the insight and an understanding of concept related to variables of organizational health. Study has proven its validity on the ground of available literatures. The exploration of new phenomena gives better understanding and new strategic use of research issues. The study is primarily based on preliminary data that is collected from the field through questioning the respondents with the help of structured questionnaire based on five point Likert scale.

As per the research design fifteen hotels in Indore have been indentified for this study.
3.2 RESEARCH APPROACH

The deductive approach is based on the formulation of hypothesis in which specific decision is made and for testing the hypothesis a strategic approach has been formed. But when the problems of statements are open and the generalizations are made for reaching the conclusions, this research approach is called inductive. In this approach theory is developed on the basis of results. In this study the statements of problem are developed and on the basis of statements a number of question are framed for further analysis. In the present research work objectives are framed and on the framework of the objectives testing of hypotheses are tested. This research study is purely deductive in nature. All the results of the hypotheses have come to an end and deal with some conclusions and implications. In this study two approaches have been applied i.e, qualitative and quantitative. Qualitative approach is associated with the nature of services and the items which have been constructed are related with the factors in terms of organizational health and the quantitative in the term as the researcher has measured these variables applying some statistical tools and come to analysis of values. On the basis of this approach the hypotheses are tested statistically.

3.2.1 QUALITATIVE & QUANTITATIVE APPROACH

According to the study of Guba and Lincoln (1994), they described about two methods/approaches of research i.e. Quantitative approach and Qualitative approach. These two approaches are adopted by the researchers depending on the events or incidents. In the quantitative research, data are analyzed statistically and the approach is to quantify the data. Quantitative approach is measured in terms of quantity, amount, intensity and frequency. The data depends on the kinds of problems or statements and relevant data will be taken by the researchers in their study. The attitude is to solve the problems and the findings would be understandable. In this approach nobody can throw the challenge as the data analysis is error free records.

The nature of qualitative approach is purely defining the qualities, attributes and characteristics. The approach focuses on the phenomena which are already exist in the environment or to explore and then defining their qualities. Those attributes which cannot be quantified in the real term but it can be understood their real meanings, these attributes are also measured with the help of statistical techniques. (Guba and Lincoln, 1994).
A deeper understanding of the existed incidents or events is provided by this approach. Qualitative approach focuses on realism and reveals the relation between the variables. The researcher under this approach examined the relationship of those variables which are considered for study. Apart from the under the quantitative approach researchers measures the cause and effect relationship.

According to the study of Cochran and Dolan (1984) the differences between qualitative and quantitative research to the eccentricity between exploratory (qualitative) and confirmatory (quantitative) analysis. When there is no room for discussing the theory or conceptuality or no theory is required in that case it is must for the researchers to develop hypothesis, posing research questions or functioning definitions. In such cases qualitative research is appropriate because it can be more exploratory and descriptive in nature depending on the situation (Sullivan, 2001; Cited by Darabi et al.) Qualitative research can be used to probe deeply into employees’ underlying needs, perceptions, preferences and level of satisfaction towards the dimensions of organizational health. In addition, such research can be used to gain greater familiarity with and understanding of marketing problems whose causes are unknown. Furthermore, ideas can be developed that can be further investigated through quantitative research.

According to the study of Malhotra and Birks (2003) they mentioned that both approaches are equally important depending on the research questions or statement problems. They also suggested that quantitative approach is useful while examining the both aspects attitude and behaviour. In this quantitative research models can be developed and later on which may be hypothesized. In this Quantitative research techniques some types of statistical tools are apply and quantify the data. In this study, both quantitative approach and qualitative approach has been chosen after comparing two research approaches; Quantitative because the researcher has measured the responses on Likert-Point scale. Hence, in this study both approaches have been adopted as attributes are measured in terms of quantitative aptitude.

3.3 RESEARCH STRATEGY

There are many strategies of research that can be used in the study in various disciplines. As Saunders et al. (2000) pointed out: experiment, survey through constructed questionnaire, case study, grounded theory, ethnography and action
research. The researcher begins his or her study by posing the research questions on the basis of objectives. The first question that must come in the mind of the researcher that is why, when, where, what, whom and then for finding these pronouns the research starts. These questions are based on the existed variables or factors or some climatic variables.

Therefore, in this study Survey Strategy through questionnaire has been chosen for collecting the data. Collecting data from structured questionnaire is a common method in business research. This Survey Method allows the opportunity of collecting data from a large sample size of population. A survey allows for standardization of data which allows easy comparisons. In addition, since this method is easily understood by the respondents, it is perceived as authoritative. Furthermore, the survey method gives more control over the research process. The principle instrument is a questionnaire, on which each (respondent) is asked to give their responses these questions in a predetermined order. However, the survey strategy does have disadvantages such as the time needed to design and pilot the questionnaire, and to analyse the data. In addition, the data collected is a limit to the number of questions that can be asked as it is restricted due to time and cost constraints.

This particular section begins with the steps/functions of the research process which include the hypothetical framework, the research methodology and sampling techniques used in the research. Subsequently, the part of this chapter has explained the methods used for data collection and analysis. The preliminary stage for the research is to develop measurement scale for measuring the dimensions of organizational health in the Hotel industry.

The first stage of the study has discussed about the application of factor analysis and some factors were reduced and prepared the modified organizational health scale of reduced variables. This modified scale was used for final data collection in the main study. Here, the study has emphasized that the self-constructed questionnaire which is based on five point scale has used for data collection. Through questionnaire survey collected data is relevant. After measuring the reliability and validity of the scale it is finally prepared for the collection of data.

The research design is imperative for answering the questions which have been mentioned in the study. (Crotty, 1998). There are four components of research process
positive approach, hypothetical framework, research methodology and sampling techniques. The first level depicts the positive attitude towards the data collection for continuing the research. The next level shows that the survey is conducted in three steps: pilot study, factors identification and model building. The third level explains detail steps taken for Pilot study and factor analysis using hypotheses testing.

In this study positive approach and a deductive logic have been followed by the researcher. It is clear that the researcher has chosen the universe and the statement of the problem are both independent and the researcher has the potentiality to study independently irrespective by his own attitude and opinions (Johnson & Duberley, 2000).

These are the following steps which have been taken in completing the research process:

- First, quantitative and qualitative methods are usually used.
- Secondly, large population are generally used in order to formulate the findings.
- Thirdly, statistical tools were applied on testing the hypotheses and on the basis of its results; rejection and acceptance have been justified.
- Next, through the specific data in the relevant area; the researcher has made an attempt to measure the data and reach conclusions.
- Fifth, locations and examining the problems are not generally conducted in the field. Sixth, to measure the repetitive results for reaching the reliability and obtaining the authentic results.
- Seventh, to find out the real situation is confirmed by the validity
- Lastly, generalizations have been extracted from the studied samples; the analysis has conducted at the 5% error and 95% confidence level. This confidence level represents the population.

### 3.4 SAMPLING PLAN

The study was restricted to the Indore Region (Central part of Madhya Pradesh). As the research focuses on service sector which is very vast for the study so the researcher has focused on the Hotel industry which is an integral part of service sector. All the leading hotels of Indore were included in the study.
Middle level Employees & Top level Employees were included in this study.

**Sampling Unit:** For the research total 250 respondents were selected.

**Sampling Techniques:** For the study of Service Sector (Hotel Industry) Organizations, purposive, convenience and random sampling techniques were used.

**A. Purposive Sampling:** This sampling method is used for that research which has some purpose. This is limited to the specific type of population. In this study the researcher is confident and firmed on his subject. There are some parameters in this type of sampling technique established by the researcher is called as purposive sampling.

For the study of the employees from middle and top level management of hotels, convenience sampling was used.

**B. Convenience & Random Sampling:** In this sampling method, the researcher collects the data as per their convenience in terms of location, cost, time, etc. This is the common method and easy for the researchers, working professionals. It is an easy approachable. And it is not possible to approach all the employees so randomly the employees were selected.

To avoid non response, incomplete responses or response error 5% extra responses were gathered. Unfilled/partially filled responses were dropped to avoid errors. The extraneous factors that may affect the responses or may lead to bias result were controlled by randomization and elimination.

**3.5 SCALING**

A psychologist Rensis Likert developed this Likert-scale for measuring the degree, intensity, perception on the level of agreement to disagreement. It is a psychometric scale commonly used by researchers while constructing the survey questionnaires. It is interchangeable rating scale. It has many parameters to quantify the data. Some researchers adopt five-point, seven-point, three-point, ten-point or four-point depending on the need of the study.

The Likert scale is used to measure the respondents’ perception, attitude, views or opinions for research. The respondents are required to ask to mark their responses to what extent to which they are favourable or unfavourable (favourable or
unfavourable) with a particular question or statement. In real term, it is very easy to collect data whether it may be small or big size. There are important steps for consideration while collection of data:

1. Step 1: For data analysis coding of the responses have been marked. In the questionnaire, each statement has marking so that the respondent can understand to what extent or degree he/she is agreed or disagreed. The scale has used the following responses: Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree In this example, the researcher has coded the responses accordingly: Strongly agree = 5, agree= 4, Neutral= 3, Disagree = 2 and Strongly Disagree = 1.

2. Step 2: The reason for choosing the likert scale, it is better to understand the difference between ordinal and interval data, as the two types require different analytical approaches. If the data are ordinal, we can say that one score is higher than another. The things are perceived in order. But it is difficult to mention in what measurement it is higher. But Interval data explains the range of data which have extreme points or ends. This tells the interval so that one can number it. This is the drawback with the Likert scale that many researchers will treat it as an interval scale. This assumes that the differences between each response are equal in distance. The truth is that the Likert scale does not tell us that.

3. Step 3: Data analysis has been done through the Likert scale with the descriptive thought. The numeric responses have computed the next step for computing the mean for later analysis. Suppose a questionnaire contains 20 questions on the 5 point scale and responses were collected from 50 respondents. Hence, the calculations are for one respondent to add all the 20 questions and calculate the mean, so we get the value of one questionnaire. For example, adding a response of "Strongly Agree" (5) to two responses of "Disagree" (2) would give us a mean of 4, but what is the significance of that number? Fortunately, there are other measures of central tendency we can use besides the mean. This makes the survey results much easier for the analyst (not to mention the audience for your presentation or report) to interpret. We also can display the distribution of responses (percentages that agree, disagree, etc.) in a
graphic, such as a bar chart, pie chart, histogram, descriptive statistics, with one bar for each response category.

4. Step 4: After selected the descriptive method, the next step proceeds to go for inferential techniques. In this method researcher posed hypotheses for testing at the significant error. There are many approaches available, and the best one depends on the nature of your study and the questions you are trying to answer.

5. Step 5: We have used five point Likert scale as Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. The “Strongly Agree” indicates that the customers, retailers and brand managers do perceived the ingredient attributes up to optimum extent. The other remarks go on decreasing the extent adopting the strategy and Strongly Disagree indicates that the respondents are not agreed on the given ingredient brand attributes.

3.6 PILOT STUDY
According to Zikmund et al. (2010) a pilot study is like a small trailer in which the researchers can make up their mind in diagnosing the challenges, opportunities in the collection of data. This small trailer will be clubbed in the full study. Pilot studies are conducted to improvement in the thesis or dissertations. It is a check on issues very minutely to find the relevant results. The process is the same as taken in the whole study. (Cooper & Schindler, 2008). The size of the sample in the pilot study could range from 2 to 100 (Cooper & Schindler, 2008). The pilot study is important because it confirms the results as valid and refines the data in surveying the questions and make sure that the questionnaire used in the main study is appropriate Zikmund et al. (2010). The main purpose of pilot study in our research is to validate the measurement instrument to be used in the main study. Hence, before conducting the main study, the researcher has used a pilot study. In our study, only employees judge strategies as they are the only source of telling the whole information about the dimensions of organizational health; all other judgments are essentially irrelevant. Therefore, 55 employees were participated in our pilot study. They are from various departments of the Hotel Industry. They are enough calculated to inform the policies and strategies of the organizations.
3.7 SAMPLE SIZE

For the research 250 questionnaires were distributed to the target respondents that covered employees of Hotel Industries in Indore City. Further, obtained data were refined by using median method. In this method median of whole data (250 responses) was calculated i.e. Median = 86. Then, responses carrying sum of 85, 86 and 87 were dropped out (upper limit = 85, median = 86, lower limit = 87) to refine the data for further analysis. Total 250 employees have been selected for the sampling. Due to time and money constraints, it is not convenient for the researcher to take a larger sample size. There were individual differences in information search process have been found to be related to demographic characteristics (Age, Gender, total length of service in the Hotel Industry, total length of service in the present job and the departments such as, Food & Beverage Service, Front Office & Reservations, Purchasing, Stores & Accounts, Administration, Conference & Convention, Kitchen & Stewarding, Housekeeping & Linen Room, Marketing, Sales & Public Relations & Engineering, Maintenance & Security. Research has introduced relation among various dimensions of organizational health.

3.8 DATA ANALYSIS TOOLS

This research comprises of primary and secondary data so that concrete facts will come out. According to Malhotra (2005), Primary data have used by the researcher in raising the specific research questions. Primary data can be expensive and time consuming. Primary data, being the most significant is gathered through self structured questionnaire based on 5-point Likert Scale. The questionnaire consisted of 37 questions was self designed and also tested the reliability and validity. Self structured questions were based on various dimensions of organizational health:

- Organizational culture
- Organizational Climate
- Trust
- Teamwork
- Leadership
- Communication
- Working Environment
The secondary data for this particular study were collected through national and international journals, periodicals and other existing reports that were based on the subject. Secondary data helped the researcher to create better comprehension of organizational health attributes in the Hotel Industry. As a general rule stated by Malhotra (2005), “Examination of available secondary data is a prerequisite to the collection of primary data. Start with secondary data. Proceed to primary data only when the secondary data sources have been exhausted or yield managerial returns.” Thus the study conducted and analysed primary data with the significance of the secondary data.

A survey was conducted by a carefully developed questionnaire, to measure the variables of Organizational Health. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. Close-ended questions were asked to analysis the pre-determined objectives. Closed questions enable subjects to make a quick decision which enhances the enthusiasm and commitment of the subjects. Closed questions also facilitate the quick coding of information for analysis (Sekaran 2003).

3.9 STATISTICAL ANALYSIS OF DATA

The data coded in excel using Ms-Office package. The coded data was then analyzed using SPSS version 20.0. The data was analyzed using descriptive statistics. First all questions were subjected to frequency analysis and item total correlation to check whether the scale is measuring any variation or not. Thereafter, the reliability and validity of the scale were done using Cronbach’s Co-efficient Alpha, Correlation analysis. Factor analysis has been applied to explore the variables which are important for measuring the dimensions of organizational health. The major advantage of using the factor analysis is that without losing any data, the researcher can go for the authentic analysis. It is easier to operate in functions. This factor analysis is also applicable to theories (2009). Factor analysis is used for many reasons. Based on the theme a scale has developed to measure the different attributes of organizational health. Through factor analysis the important factors came out and the irrelevant factors are deduced so that the size of statements can be manageable and have a deeper understanding to examine the characteristics of the factors affecting organizational health,
According to the study of Cooper and Schindler (2008) they focused on the concrete computational techniques of factor analysis as it is the best for the analysis. These factors, also called dormant variables. The aim of this technique to measure things those are usually hard to measure directly such as perceptions, attitudes and feelings (Field, 2009). Large factors are compiled into smaller factors is the right way for explanation, this is the reason to follow the factor analysis. In the beginning there are a lot of questions which can arise in the minds of the researcher, and then the factor analysis techniques’ job is to reduce these larger factors into smaller factors. These reduced results are then used for checking reliability and validity of the scale and building measurement model using confirmatory factor analysis.

There are two approaches have been used in the factor analysis Kinnear and Gray, (2010), the exploratory factor analysis and the confirmatory factor analysis. The purpose of the exploratory factor analysis is to find the number of factors that explain the correlations among themselves; while in the confirmatory factor analysis the researcher predicts the number of factors with specific loading (Kinnear and Gray, 2010). Another important point to consider when performing factor analysis is factor loadings. Factor loadings are the correlation of the variables with the factors. When the loading is clear then the interpretations of the factors become easier. Some variables have a loading or correlation with more than one factor. Those factors have the highest loadings, they are considered to be the best (.8-.9) but those factor loadings have less than .5 or in the minus range then those factors may be discarded as they are not making contribution to form the attitudes, perceptions or feelings. Factor rotation is a mathematical method whose job is to simplify the results.

The most common method of factor analysis is the principal components, factor rotation and varimax rotation. In the Principal component technique, correlation of variables has been explained through summarizing them into smaller factors or common themes. (Tabacnick and Fidell, 2007). Factor rotation is used as a method to interpret the factors by showing the variables that group together. Two tests are performed to ensure that the data is suitable for factor analysis, the Kaiser-Meyer-Olkin (KMO) measure for sampling adequacy and the Bartlett’s Test of Sphericity. The KMO value is low if it is between 0.5 and 0.7 and excellent if it is above .90. Factors with an Eigen value of 1 or greater are usually retained. Thus, in this study the
researcher has used exploratory factor analysis by principal component analysis with Varimax rotation to identify the factors of organizational health.

Once the reliability and validity of the scale and its dimensions was carried out, an attempt to segment respondents was tried using various statistical analyses viz, T-test, one way-ANOVA, Correlation and Linear Regression analysis to identify any significant segment descriptors.

- Correlation Analysis (To check the relationship among the dimensions of the Organizational Health.)
- Regression Analysis (To examine the impact of variables (Trust, leadership, Teamwork, Communication and Working Environment on the Organizational Health.)
- Descriptive Statistics (Demographic profile)
- ANOVA (To check the consistency between two variables)

Statistics is an invaluable tool that provides researchers with various techniques to analyze and interpret data collected from research projects. The use of statistical techniques allows researchers to understand data and to draw conclusions about the topic being investigated. In order to measure the different variables being investigated researchers assign scores to responses obtained from subjects (Harris 1995).

Analysis of Variance (ANOVA): The analysis of variance (ANOVA) is a statistical test that is utilized to determine if differences exist among the means of two or more independent samples, that is "...the means for K samples are not statistically different. Dillon, Madden and Firtle (1994:437); Churchill (1995:862); and Zikmund (1995:629) maintain that it is suitable to use ANOVA when K independent groups are scaled using interval measurement. ANOVA is a bi-variate statistical test which is commonly referred to as 'one way', since there is only one independent variable. ANOVA differs significantly from the t-test since it is able to test for differences in more than two independent groups simultaneously (Zikmund 1995:629). Using the ANOVA technique allows researchers to determine if different groups within a sample vary with regard to the independent variable being investigated. However, if this variance within the groups is compared with the variance of the groups' means around the grand mean, it is then possible to establish if the means are significantly
different. The F-test is a statistical technique that identifies if there is more variability in the scores obtained for one sample group compared to the other sample group.

In this study, the F-test was applied to measure a significant difference in the preference of attributes differing in trust, leadership, teamwork, working environment and communication strategy with regard to their implementation in the Hotel Industry. Karl Pearson formulated the Pearson’s product moment correlation coefficient. This coefficient is also referred to as 'Pearson r'. The magnitude of r gives a sign of the strength and direction of the association that exists between two variables. Pearson r value can only assume values between -1 and +1. According to Harris (1995:163), "...a value of +1 indicates a perfect positive linear relationship, reflecting the fact that the higher the score on X, the higher the score on Y and vice versa.

Conversely, a negative value of Pearson r indicates that low scores on X go with high scores on Y". If a value of +1 or -1 is obtained for r, this will indicate that a perfect prediction exists, that is, there will be no mistakes when predicting scores on either X or Y. However, if the value of r is zero, then no linear relationship will exist between X and Y (Harris 1995).

Kaiser-Meyer-Olkin (KMO) test was applied to check sampling adequacy of the sample. The test suggests 0.50 is to be considered accepted level of sample adequacy. KMO measure of sample adequacy was found 0.891 > 0.50 (KMO acceptable range) that means sample used in the research is adequate for study.

3.10 TOOLS FOR DATA COLLECTION

Questionnaire technique is used to collect primary data from the targeted respondents. Numbers of factors were identified from the available literatures and prepare questions on them. These questions were sent to the experts to review and for their remarks. Many questions were dropped out due to irrelevancy and some were clubbed together because of the similarity. Series of review were taken by subject experts and finally we reached and concluded with 37 relevant questions. The questionnaire was at five point likert scale with all close ended type questions. Cronbach’s Alpha Test (Cronbach, 1951) was applied to check reliability before the questionnaire was administered for the final survey. An Alpha Coefficient of 0.60 is considered to be
good reliability estimate of the instrument. In the present study, the Alpha Coefficient Value is found to be 0.980.

**Part I** of the questionnaire covered five demographic variables including name, age, gender, total length of service in the Hotel industry and the total length of service in the present job of Hotel Industry and category (for which the responses are given like the Departments). In this part of the questionnaire respondents were requested to put a mark in the box a side of relevant field to choose the option.

**Part II** respondents were given 37 statements on how an employee can perceive their organizations with regard to the organizational health in considering the attributes of trust, leadership, communication, teamwork and working environment with the help of various key factors taken for the study. The statements were at five point likert scale (1= strongly disagree and 5= strongly agree). In this study, Stepwise Multiple Regression, correlation and regression has applied to measure the internal consistency among factors examining dimensions of organizational health.

**3.11 SCALE DEVELOPMENT**

It is evident from the past research studies that generic scale is used to measure dimensions of organizational health across hotel industry is not suitable without modifications. The researcher used literature reviews combined with focus groups to identify variables/items that affect dimensions of organizational health in the Hotel Industry. The steps taken in (Figure 3.2) this research are summarized below:

**STEP 1:**

A critical beginning step in the scale development is the correct measurement of the realm from which items are to be drawn in developing the scale (Churchill, 1979). Though, the study is considering specific dimensions of CRM strategies but the items used were adapted from different studies available. During the first stage of scale development the variables included in the research have been adapted from the existing literatures available on organizational health in different sectors. A total of 150 items were identified by the researcher from the literature review. After removing repeated and irrelevant statements 75 items were finalized for the first round.
STEP 2:

During the second stage of scale development, these 75 statements were presented in front of a focus group which constitute of two experts from the Hotel Industry, five academicians from University and two customers and two employees who are well educated. Several items were modified and deleted by focus group to ensure content, clarity and meaningfulness in the context of Hotel Industry. On the basis of perception from the focus groups, a preliminary scale is developed containing 37 items for Dimensions of Organizational Health (Annexure 1). The preliminary scale is consisted of two parts: Part A and Part B.

Part A: It contains Demographic characteristics with age, gender, total length of service in the Hotel Industry, total length of service in the present job in the Hotel Industry and Departments etc.

Part B: It consists of dimensions of organizational health in the Hotel Industry. Respondents were asked to state their level of agreement with the series of statements using a five point Likert scale ranging from ‘strongly disagree’ to ‘strongly agree’.
STEP 3:

In order to develop the measurement scale pilot study is carried out by the researcher. Respondents were the customers. Out of 90 employees contacted, 50 gave the responses. Remaining responses were eliminated so 45 responses were considered, resulting in 90% response rate.

STEP 4:

The collected data in the pilot study is analyzed using Cronbach’s Alpha test for reliability and communalities. These 37 items are finalized and incorporated in the final questionnaire on the 5 point Likert Scale.

5=STRONGLY AGREE
4=AGREE
3=NEUTRAL
2=DISAGREE
1=STRONGLY DISAGREE

3.12 OBJECTIVES OF THE STUDY

On the basis of the research formulation, following objectives are considered for the study which helps in giving the real outcome on the dimensions of organizational health. Objectives are the base of any research and these make easier of the study to provide the right path. Following objectives of this study are:

1. To analyze the various dimensions of Organizational Health in the Service sector organizations.
2. To analyze the role of Communication in determining organizational Health.
3. To analyze the role of Trust in determining organizational Health.
4. To analyze the role of Teamwork in determining organizational Health.
5. To analyze the role of Leadership in determining organizational Health.
6. To analyze the role of Working Environment in determining organizational Health.
7. To analyze the role of organizational culture in determining Organizational Health.
8. To analyze the role of organizational climate in determining Organizational Health.
9. To measure the degree of importance of the dimensions of Organizational Health.

3.13 HYPOTHESES

Factor analysis was applied to explore the variables of organizational health. After reducing the factors, important factors were come out for the research. After exploring the factors then step wise multiple regression was applied to measure % of variance. To measure the difference between the perceptions of demographic profile towards organizational health, One-Way ANOVA has been applied. For this, following hypotheses were framed:

\( H_{0(1)} \): Gender wise there is no significant difference in employees’ perception towards organizational health practices.
\( H_{1(1)} \): Gender wise there is a significant difference in employees’ perception towards organizational health practices.

\( H_{0(2)} \): Age wise there is no significant difference in employees’ perception towards organizational health practices.
\( H_{1(2)} \): Age wise there is a significant difference in employees’ perception towards organizational health practices.

\( H_{0(3)} \): Total length of service wise there is no significant difference in employees’ perception towards organizational health practices.
\( H_{1(3)} \): Total length of service wise there is a significant difference in employees’ perception towards organizational health practices.

\( H_{0(4)} \): Length of service in the present job wise there is no significant difference in employees’ perception towards organizational health practices.
\( H_{1(4)} \): Length of service in the present job wise there is a significant difference in employees’ perception towards organizational health practices.
In order to analyze the dimensions of Organizational Health in service sector the following two variables are taken for the evaluation namely- Organizational Culture and Organizational Climate. Following hypotheses were taken for further analysis:

**Hypothesis – Organizational Culture**

- **H05**: There is no significant relationship between Organizational Health and dimensions of Organizational Culture (Leadership, Teamwork & Working Environment in Service Sector (Hotel Industry))
- **H15**: There is a significant relationship between Organizational Health and dimensions of Organizational Culture (Leadership, Teamwork & Working Environment) in Service Sector (Hotel Industry)

**Hypothesis – Organizational Climate**

- **H06**: There is no significant relationship between Organizational Health and dimensions of Organizational Climate (Trust & Communication) in Service Sector (Hotel Industry)
- **H16**: There is a significant relationship between Organizational Health and dimensions of Organizational Climate (Trust & Communication) in Service Sector (Hotel Industry)

For continuing the research, it is necessary to study the profile of the employees so that one can understand how the age and gender perceive the dimensions of organizational health in different aspects. In the same way those employees are rendering their services more than five years in the same organization, they are more loyal to their organizations. Hence, all these aspects are important for this study. The descriptive statistics of the demographical profile of the employees in the Hotel Industry are shown in the tables given below:
3.14 DESCRIPTIVE STATISTICS ON DEMOGRAPHIC PROFILE OF RESPONDENTS

TABLE 3.1 STATISTICS ON DEMOGRAPHIC CHARACTERISTICS

<table>
<thead>
<tr>
<th></th>
<th>AGE</th>
<th>GENDER</th>
<th>TLS</th>
<th>TLSP</th>
<th>JOBS</th>
</tr>
</thead>
<tbody>
<tr>
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<td>250</td>
<td>250</td>
<td>250</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Mean</td>
<td>2.0440</td>
<td>1.3120</td>
<td>2.9320</td>
<td>2.8960</td>
<td>3.2240</td>
</tr>
</tbody>
</table>

The above table shows that 250 employees were selected for this study. The mean of respondents’ age is 2.0440, gender respondents’ mean score is 1.3120, the mean score of those respondents who are having the total length of services in the Hotel Industry is 2.9320, the mean score of those respondents who are having the working experiences in the present job is 2.8960 and the mean score is 3.2240 who are associated with various departments.

TABLE 3.2 DESCRIPTIVE STATISTICS ON GENDER

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
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<td>69.2</td>
<td>69.2</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>77</td>
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</tbody>
</table>
From the above demographic analysis on gender of respondents, it is evident that the overall population (N=250), out of 250 respondents 69.2% are males and remaining 30.8% are females. They are the regular employees of Hotel Industry working in various departments according to their education and job profile. It is evident from the analysis that the males prefer the job in the Hotel Industry in compare to the Female. As Indore is a city of various mingling of cultures so it has been found that female percentage of working in the Hotels is less compare to other Metropolitan Cities. Those female who are working in the Hotels, their profile is either Receptionist or in the Housekeeping & Linen Room.

**TABLE 3.3 DESCRIPTIVE STATISTICS ON AGE**

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 25-30 Years</td>
<td>90</td>
<td>36.0</td>
<td>36.0</td>
<td>36.0</td>
</tr>
<tr>
<td>31-35 Years</td>
<td>90</td>
<td>36.0</td>
<td>36.0</td>
<td>72.0</td>
</tr>
<tr>
<td>36-40 Years</td>
<td>42</td>
<td>16.8</td>
<td>16.8</td>
<td>88.8</td>
</tr>
<tr>
<td>41-45 Years</td>
<td>25</td>
<td>10.0</td>
<td>10.0</td>
<td>98.8</td>
</tr>
<tr>
<td>45 Years &amp; Above</td>
<td>3</td>
<td>1.2</td>
<td>1.2</td>
<td>100.0</td>
</tr>
</tbody>
</table>
TABLE 3.3 DESCRIPTIVE STATISTICS ON AGE

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-30 Years</td>
<td>90</td>
<td>36.0</td>
<td>36.0</td>
<td>36.0</td>
</tr>
<tr>
<td>31-35 Years</td>
<td>90</td>
<td>36.0</td>
<td>36.0</td>
<td>72.0</td>
</tr>
<tr>
<td>36-40 Years</td>
<td>42</td>
<td>16.8</td>
<td>16.8</td>
<td>88.8</td>
</tr>
<tr>
<td>41-45 Years</td>
<td>25</td>
<td>10.0</td>
<td>10.0</td>
<td>98.8</td>
</tr>
<tr>
<td>45 Years &amp; Above</td>
<td>3</td>
<td>1.2</td>
<td>1.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 3.3: BAR CHART ON AGE GROUP

From the above data, it has been revealed that the respondents 36% of those who are between 25-30 years of age, 36% of those respondents who are between 31-35 years of age, 16.8% of employees are between 36.40 years of age, 10% employees are between 41-45 Years and remaining 1.2% who are above 45 years of age. It has been found that the majority of respondents are between 25-30 & 31-35 years and depicted that these age group respondents are normally prefer the job in the Hotel Industry. As this Industry is opening the new avenues for the youngsters and recruit a huge number of young employees. Especially, these youngsters are in the profile of Marketing, Sales and Public Relations. Now many conventions and conferences are conducted on the daily basis to create awareness in all the disciplines and preferable they are keen
to organize in the Hotel avenues to save their time and energy. In the Hotels they get all the facilities under one roof such as accommodation, food & beverages and transporting etc. So, now the demand of Hotels is upcoming and a lucrative source of getting a good return on investment.

**TABLE 3.4 DESCRIPTIVE STATISTICS ON TOTAL LENGTH OF SERVICE IN THE HOTEL INDUSTRY**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 6 Months to 1 Year</td>
<td>40</td>
<td>16.0</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td>1-2 Year</td>
<td>70</td>
<td>28.0</td>
<td>28.0</td>
<td>44.0</td>
</tr>
<tr>
<td>3-4 Year</td>
<td>65</td>
<td>26.0</td>
<td>26.0</td>
<td>70.0</td>
</tr>
<tr>
<td>5-7 Year</td>
<td>32</td>
<td>12.8</td>
<td>12.8</td>
<td>82.8</td>
</tr>
<tr>
<td>8-10 Year</td>
<td>28</td>
<td>11.2</td>
<td>11.2</td>
<td>94.0</td>
</tr>
<tr>
<td>10 Years &amp; Above</td>
<td>15</td>
<td>6.0</td>
<td>6.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
FIGURE 3.4: BAR CHART ON TOTAL LENGTH OF SERVICE IN THE HOTEL INDUSTRY

Form the given above table and bar diagram reveal the data on the total length of service in the Hotel Industry. According to the data analysis, it has been found that 28% employees are having an experience of 1-2 year in the Hotel Industry. 26% employees are having experience of 3-4 years, 16% are from 1-2 year, 12.8% employees have 5-7 years, 11.2% have 8-10 Years and remaining 6% are in the job for more than 10 years. It is evident from the profile of working experience of employees that young people prefer to take job in the Hotel Industry. This is fact that due to introducing new courses and degrees in the Hotel Management, this infused the spirit of taking interest in the Hotels among the youth. This sector is challenging and thrive new opportunities and avenues for getting the good return. They come in contact with the high profile customers. Those who are adult employees their profile in the Engineering section or look after the administration.
TABLE 3.5 - DESCRIPTIVE STATISTICS ON TOTAL LENGTH OF SERVICE IN THE PRESENT JOB OF HOTEL INDUSTRY

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 6 Months to 1 Year</td>
<td>31</td>
<td>12.4</td>
<td>12.4</td>
<td>12.4</td>
</tr>
<tr>
<td>1-2 Year</td>
<td>81</td>
<td>32.4</td>
<td>32.4</td>
<td>44.8</td>
</tr>
<tr>
<td>3-4 Year</td>
<td>63</td>
<td>25.2</td>
<td>25.2</td>
<td>70.0</td>
</tr>
<tr>
<td>5-7 Year</td>
<td>44</td>
<td>17.6</td>
<td>17.6</td>
<td>87.6</td>
</tr>
<tr>
<td>8-10 Year</td>
<td>20</td>
<td>8.0</td>
<td>8.0</td>
<td>95.6</td>
</tr>
<tr>
<td>10 Years &amp; Above</td>
<td>11</td>
<td>4.4</td>
<td>4.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 3.5: BAR CHART ON TOTAL LENGTH OF SERVICE IN THE PRESENT JOB
From the given above table and graph represent the tenure of services in the present job. It has been revealed from the above statistics that 12.4 % employees are in the present job for the last 6 months to 1 year. 32.4% have been associating with the present organization for the last 1-2 year, 25.2% employees are related with the present job for the last 3-4 years, 17.6% employees are in this profile for the last 5-7 years, 8% are associated for the last 8-10 years and a very composition of the employees percentage that is 4.4 % have been associated with the Hotel Industry for more than 10 Years and above.

As it is already mentioned, that this sector is always open for the youth so they frequently switch their job to high profile hotels in the metropolitan cities where they get a lucrative chance to try with their destiny. They move ahead for the promotions, golden offers, opportunities etc.

**TABLE 3.6 - DESCRIPTIVE STATISTICS ON JOBS’ PROFILE OF EMPLOYEE IN THE VARIOUS DEPARTMENTS**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>1.00</td>
<td>67</td>
<td>26.8</td>
<td>26.8</td>
</tr>
<tr>
<td>2.00</td>
<td>36</td>
<td>14.4</td>
<td>14.4</td>
<td>41.2</td>
</tr>
<tr>
<td>3.00</td>
<td>41</td>
<td>16.4</td>
<td>16.4</td>
<td>57.6</td>
</tr>
<tr>
<td>4.00</td>
<td>36</td>
<td>14.4</td>
<td>14.4</td>
<td>72.0</td>
</tr>
<tr>
<td>5.00</td>
<td>20</td>
<td>8.0</td>
<td>8.0</td>
<td>80.0</td>
</tr>
<tr>
<td>6.00</td>
<td>50</td>
<td>20.0</td>
<td>20.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
From the given data on the profile of employees working in the various departments of the Hotel industry, 1 point indicates the department of food beverage service + Kitchen & Stewarding. In this department 26.8% of employees are involved and their first preference is given to this department where they enjoy the working culture and also seriously concerned to meet the customers’ expectations. 2 point indicates the department of Administration + Engineering, Maintenance, Security + Housekeeping. In this profile 14.4% of employees are actively engaged. The employees of this Administrative Department is to take care of maintenance, security and other aspects to win the trust of employees and customers, facilitating the teamwork and establish the quality of leadership. 3 point indicates the department of Front Office. 16.4% employees are associated with the reservations and the tasks of front office. 4 point indicates the department profile of Purchasing, Stores and Accounts. 14.4% of employees are in this department. 5 point indicates the departmental profile of Conferences & Conventions. 8% of employees are in this type of profile and remaining 20% majority of employees are in the Marketing, sales and Public Relations. This department is very important and also directly in contact with the high profile customers. Today every event manager selects the Hotel Industry for convening the Conferences, Workshops and Seminars without any kind of
interruptions. So, the requirement of this sector is increasing day by day and makes efforts to win the competitive advantage.