CHAPTER – III

METHODOLOGY

3.1 Background to the study
3.2 Pilot study
3.3 Formulation of research problem
3.4 Title of the study
3.5 Objectives
3.6 Hypothesis
3.7 Definitions
3.8 Research design
3.9 Universe
3.10 Sampling
3.11 Source of Data collection
3.12 Tools for Data collection
3.13 Pre Testing
3.14 Reliability of the Tool
3.15 Data collection
3.16 Presentation
3.17 Statistical Tools used in Data Analysis
3.18 Difficulties encountered
3.19 Ethical Considerations
3.20 Limitations of the study
CHAPTER - III

RESEARCH METHODOLOGY

The Third Chapter on Research Methodology gives a detailed account of the proceedings of conducting this research study on HRM in NGOs in Tamilnadu by the research scholar. The researcher expounds the various stages of the study from planning to presentation of this thesis. It describes elaborately the background of the study, the philosophical assumptions, research strategies and empirical techniques applied by the researcher during the entire process of the study.

Research is said to be a scientific and systematic investigation for gaining in depth understanding, facts and information on a desired subject or field. This chapter outlines how the researcher went about applying systematic investigation processes to conduct the study. Though many researchers use the terms Design and Methodology interchangeably, they are not identical but different. The research design deals with the logical problem of certain interventions while the research method describes the mode of data collection which may be qualitative or quantitative or a mix (Mohammad Muaz Jalil, 2013). A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected.
3.1. Background to the study

NGOs have emerged into a significant force in the society in effecting changes and development. They intervene in almost all fields of development. Local, national and international governments and organizations like United Nations accord special importance to NGOs that is recognized as “Third Sector” next to Government and Private. The achievements of NGOs in the field of community mobilization (Forming SHGs), micro-credit (Micro Finance) Environmental protection and Health are applauded and recognized widely. However, NGOs encounter lot of challenges both internal and external.

Today, good governance is emphasized in any organization because it contributes to the success and sustainability of that organization. The indicators of good governance or management are reflected on the organization’s transparency, accountability, social equity and responsiveness to the felt need of the community or beneficiaries. But many NGOs lack the institutional capacity and resources to operate in the manner they are expected to do. Programmes and finance of NGOs are not managed properly and as per agreement signed by the partners (Lekorwe, 1999 & Mpabanga, 2005)

3.2. Pilot Study

The researcher visited 15 NGOs in Tamilnadu to find out the feasibility of conducting research on HRM practices in NGOs. The researcher discussed with those NGO heads, Project managers, Project Coordinators and field experts. After ascertaining the feasibility, the researcher processed the research study.
3.3. Formulation of Research Problem

The survey of related literature and the acquaintance of the research scholar made him to conceptualize the problem of the present study. There is good number of NGOs involved in social and sustainable development in both rural and urban areas in Tamilnadu. Their functional areas focus more on enhancing the capabilities of the marginalized for their sustainable growth and development. For effectively carrying out these functions the NGOs have involved the professionals of different kind. But the question is whether these NGOs learn and apply the HR philosophy and principles in managing their Human Resources. Hence, the researcher being an NGO consultant and field worker has developed an inquisitive inquiry to find the level of system and procedures practiced by the NGOs in Tamilnadu to manage their human resources.

NGOs conduct their board meetings once in 6 months or once in a year. The key agenda of such meeting used to be discussing the current projects and the finance of the organization. Their contribution towards enhancing the quality of the organization particularly the human resource is very much limited. It is learnt that most of the NGOs do not even have in place the very basic policies such as HR, Finance, Gender and Child protection. It is also observed that a good number of the staff members working in the NGOs are unaware of the vision and mission their own organizations. A large number of
NGOs experience high rate of staff turnover due to poor service conditions, lack of professionalism and poor human resource planning and management.

It is to be noted that most of the researches have revealed that 80% of the contribution to the value of an organization is made by human resources of the particular organization. HR ensures that the employees give their best to the growth and success of its organization (Amit Bhagria, 2010). So, Hyde (2004) holds that selection of employees or staffing is the most important role of any HRD as it is closely linked to the best performance and thereby achievement of the organizations goals and departmental objectives. Therefore, the present study focuses on the key areas of HRM interventions such as human resource planning, work force recruitment and selection process, performance and reward management and employee relationships in the NGOs functioning in the state of Tamilnadu.

3.4. Title of the study

The need for identifying the systematic formation of organisational structure and HR system among the NGOs made the researcher to fix the local research elements for this research. Consultation with the field experts and scholars made the researcher narrow down the research title which is more precise and a researchable one with the given time frame and resources. Thus the title has been finalised as “Human Resource Management Systems and Practices of NGOs in Tamil Nadu, India”.
3.5. Objective of the study

General objectives

The ultimate goal of the study is to contribute to the overall growth and development of NGOs by helping them understand the appropriate practices and customize them to suit their requirements as to achieve the organizations vision and missions. Following are the key statement of objectives for the research study.

Specific Objectives

i. To study the existing HRM systems and practices by selected NGOs with development orientation in Tamilnadu.

ii. To find out the relationships and differences between the socio-demographic factors and various dimensions of HRM practices.

iii. To identify the gaps in HRM systems and practices by development oriented NGOs and suggest appropriate measures to enhance the existing HRM practices among the NGOs in Tamilnadu.

3.6. Hypothesis

A hypothesis is a justification of reason for a fact. It could be tested scientifically through investigation.

1. There is a significant difference between gender of the respondents and their perception of overall HRM practices.

2. There is a significant association between age of the respondents and their perception of overall HRM practices.
3. There is a significant difference between educational qualification of the respondents and their perception of overall HRM practices.

4. There is a significant association between experience of the respondents and their perception of overall HRM practices.

5. There is a significant difference between structure of the NGO and its overall HRM practices.

6. There is a significant variation among the types of NGOs and the perception of respondents on the overall HR practices.

7. There is a significant variation among the designation of respondents and their perception of the overall HR practices.

3.7. Definitions

3.7.1. Conceptual definition

**NGOs:** A Non-Governmental Organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. A **Non-Governmental Organization (NGO)** is a legally constituted organization created by natural or legal persons that operates independently from any government (UN).

**HRM - Human Resource Management**

**Human Resource** is the set of individuals who make up the workforce of an organization, business sector, or economy.
Human Resource Management (HRM or simply HR) is the management process of an organization’s workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labor laws. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training (Heathfield Susan M., 2011).

3.7.2. Operational Definition


Based on the median score, the perceptions of HRM and its dimensions are classified as low level and high level perceptions. High level perception refers to the positive opinion of the respondents while low level perception means the negative opinion of the respondents.
Non Governmental Organizations (NGOs)

NGOs in this study refer to the voluntary non-profit making organizations working for more than 5 years in the state of Tamilnadu with a social development orientation and registered under Societies or Trust Acts with at least five staff members.

3.8. Research Design

It is important to choose the right design for conducting a scientific study. This particular study describes the existing Human Resource Management systems and practices in NGOs. It is a fact finding study and hence the investigator employed descriptive design which is popular and fitting to the nature of the study. The researcher describes what type of management practices exist in NGOs with particular reference to HRM. Hence the study is descriptive in nature.

3.9. Universe of the study

Tamilnadu is located at the tail end of the Indian subcontinent. With a total area of 130,058 square kilometres, Tamilnadu is the eleventh largest state of Indian peninsula. Tamilnadu has a total population of 7,21,38,958 spread over 15,979 villages that fall under 32 civil district jurisdictions. The overall literacy rate of the state is 80% while the rural literacy is just 73.8%. The state's literacy rate increased from 73.47% in 2001 to 80.3% in 2011. The officially recorded sex ratio is 987 females per 1000 males, which is well above the national average (Tamilnadu Census, 2011).
It is estimated that there are more than 140,000 NGOs in Tamilnadu alone. (Indian Express, July 7, 2010). However, only 3002 NGOs have registered under the Ministry of Home Affairs for receiving foreign grants.

3.10. Simple Random Sampling

There is clear statistical information about the number of NGOs registered in Tamilnadu. Here the size of the universe is so vast and hence there is a need for sampling. The researcher adopted the following criteria to narrow down the broader universe.

Inclusive criteria

1) Those NGOs which are registered under Society and Trust Acts are included for the study.
2) The legally registered societies and trusts which have been working for a minimum of five years period are included.
3) The institutions having manpower of not less than 5 are selected for the study.

Exclusive criteria

1) Organizations founded with religious cum commercial orientation are excluded.
2) Exclusively education oriented institutions like tutorials, schools, colleges and universities are excluded from selection.
3) Political organizations are left out for the study.
4) Trusts and foundations run by family members alone are also excluded.
Based on the above mentioned inclusive and exclusive criteria, out of 3002 NGOs registered under Societies and Trust acts as per the records of the state government of Tamil Nadu (Department of Registration), 1803 NGOs were identified by the researcher. From this definite universe, using **simple random sampling** procedure with Tippet table, 300 NGOs were identified and one respondent who had put in the highest term of experience in the respective organization was selected for this study.

**3.11. Source of Data collection**

**Primary Sources**

The Researcher collected data from 300 middle level staff of selected NGOs with the help of the questionnaire. They are the primary sources of information and data for the study.

**Secondary Sources**

The researcher has left no stone unturned to collect necessary secondary data using different libraries in Tamilnadu and sourced data from books, journals, newspapers, study papers, research studies and published, unpublished data available with the NGOs. He has made good use of internet services for obtaining secondary data.

**3.12. Tools for Data Collection**

The researcher designed a self-administered questionnaire for the primary data gathering process. It consisted of mostly open ended questions to get both qualitative and quantitative data. The researcher used closed questions
with pre-coded answers in order to limit responses that are within the scope of this study. The likert model was used in preparing the questionnaire.

The tool is designed to investigate 12 dimensions of HRM practices and the perception of the respondents on the various dimensions of HRM systems and practices that are referred in Table 1.

**Table 1: Dimensions of HRM**

<table>
<thead>
<tr>
<th>Statement No.</th>
<th>Dimensions</th>
<th>Item wise Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Objectives – Vision and Mission</td>
<td>1 to 4</td>
</tr>
<tr>
<td>02</td>
<td>Governance – Organizational structure</td>
<td>5 to 14 &amp; 21 to 24</td>
</tr>
<tr>
<td>03</td>
<td>Leadership</td>
<td>15 to 17</td>
</tr>
<tr>
<td>04</td>
<td>Financial policies</td>
<td>18 to 20</td>
</tr>
<tr>
<td>05</td>
<td>HR Policies</td>
<td>25 to 28</td>
</tr>
<tr>
<td>06</td>
<td>Recruitment and Selection</td>
<td>29 to 38</td>
</tr>
<tr>
<td>07</td>
<td>Induction training &amp; Development</td>
<td>39 to 43</td>
</tr>
<tr>
<td>08</td>
<td>Performance Appraisal</td>
<td>44 to 48</td>
</tr>
<tr>
<td>09</td>
<td>Compensation &amp; reward</td>
<td>49 to 58</td>
</tr>
<tr>
<td>10</td>
<td>Code of Conduct</td>
<td>59 to 61</td>
</tr>
<tr>
<td>11</td>
<td>Organizational culture &amp; Relationship</td>
<td>62 to 69</td>
</tr>
<tr>
<td>12</td>
<td>Organizational reputation / popularity</td>
<td>70 to 76</td>
</tr>
</tbody>
</table>

The questionnaire was structured in such a way that respondents will be able to answer it easily. In questionnaire, the respondents are given five response choices. These options serve as the quantification of the participants’ agreement or disagreement on each of the question item. The five point scale used in the study to obtain quantitative and qualitative data is as follows:
Scoring Procedure

<table>
<thead>
<tr>
<th>Scale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>5</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>No opinion</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
</tr>
</tbody>
</table>

The researcher crafted the research question in tune with the objectives of the study. The draft questionnaire was evolved with 13 dimensions comprising 76 questions and the same was discussed with NGO professionals and academic professionals who were Ph.D. holders. In addition, the questionnaire was reviewed with a few more professionals who had undertaken similar research in the field of NGO management before sending them for pretest.

3.13. Pre Testing

A draft questionnaire was evolved and the same was discussed with the Guide and the member of the committee. Getting their consent, the researcher, pre-tested the tool for data collection with 30 respondents belonging to different categories such as project manager and, Project coordinators, Based on the results, the tool was fine tuned by adding and excluding few questions. Few statements were altered to give right understanding of the perceptions. Further, the tool was discussed with NGO staff and academic professionals before finalizing it.
3.14. Reliability of the Tool

Cronbach Alpha Test was applied to find out the reliability of the tool. The reliability score is found to be 0.98 which is highly reliable.

3.15. Data Collection

The researcher obtained data from the primary sources. The primary sources included the top most experienced staff of sample NGOs. The appropriate and tested tool of Questionnaire, having simple and understandable statements, was used for data collection from the individual respondents. To ensure better understanding and clarity, the tool was translated in to the local vernacular, Tamil. The finalized and fine-tuned tool was sent to the respective NGOs by post. Sufficient time was given to the respondents to go through the tool, internalize it and submit it after filling it.

3.16. Presentation

The collected data has been coded and decoded, presented in the form of diagrams, frequency tables and appropriate statistical analysis. The whole thesis has been presented in five chapters, namely, Introduction, Review of Literature, Methodology, Analysis and Interpretation and findings, suggestions and conclusion. The references and appendices relevant to the study have been attached at the end of the thesis report.
3.17. Statistical Tools used in Data Analysis

The collected data was computed using the SPSS software. For the present study, the researcher applied descriptive statistics such as Mean and Median and inferential statistics such as, Chi-square, Karl Pearson’s co-efficient of Correlation, independent sample t test, One-way ANOVA and Cronbach Alpha Test.

3.18. Difficulties Encountered

The researcher found it difficult to collect the filled in questionnaire in the stipulated time given to the respondent. The researcher had to send reminders after reminders to get them by post. The Researcher had to go in person to collect the filled in questionnaire to meet those respondents who failed to send the questionnaire by post. The researcher had to spend more time, energy and money to complete the data collection.

3.19. Ethical Considerations

It is important that the researchers ensure confidentiality, reliability and no risk to the respondents of their study. The respondents have every right to know and understand the purpose of the study and hence it is the duty of the researcher to inform them about the nature and purpose of the study. The researcher of this study gave in writing the purpose of the study and declared that the data would be kept confidential. The researcher also made it optional to declare the name of the respondent. The Researcher obtained no objection from the respondents for data analysis, presentation and publication.
3.20. Limitations of the study

The findings of the study are specific to particular culture and geographical limitations. Hence may not be universalized or generalized. During the data collection process, the researcher used tippet table for selection of respondents. A few of the NGOs were found to be non-functional and hence the researcher had to replace them by selecting the required number of NGOs.

Thus in this chapter III, the researcher has brought out the blue print of his research methodology which includes mainly the study background, formulation of problems, objectives, hypothesis, research and sample design, tools of data collection, statistical analysis, the difficulties encountered by the researcher and finally the limitations of the study. In the fourth coming chapter IV, the researcher analyses, interprets and presents the data collected in the form of frequency tables, diagrams and statistical tests and results.