Chapter 5

RESEARCH METHODOLOGY AND DESIGN

5.1 INTRODUCTION

A research study where the research methodology is based on sound research principles will produce findings that make more sense. It is important therefore, that the research methodology followed in any research study must comply with the conventional standards. This will ensure that the research study is carefully planned, systematically carried out, and is able to offer compelling data on which suitable conclusions are founded. The purpose of this chapter is to explain briefly the research methodology pursued for this study, as well as the theoretical background on which the choice of the methodology was based.

This chapter outlines the research design, the sources of data, the population frame, the sample and sampling technique, unit of analysis, the measurement, the collection and administration of data, the variables under study and finally the technique of analyzing data. Based on the literature review and research problem, the following research frame work has been developed.

5.2 RESEARCH DESIGN

A research design is a frame work or blue print for conducting the research. It specifies the details or the procedures necessary for obtaining the information needed to structure and to solve research problem (Malhotra, 1999; as cited in Suan 2009, p.27). It can also be defined as
the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari C.R, 2012). For any research effort to be successful, its overall design has to be carefully planned with a clear set of ideas and procedures.

The purpose of this study is to examine the factors that contributed to Employee Engagement post merger in the banking sector of India. The type of research is descriptive and quantitative; and the testing pattern is a causal analysis because it is concerned with the study of how one or more variables affect changes in another variable without having researcher’s control over the variables.

5.2.1 ELEMENTS OF RESEARCH DESIGN

Fig: 5.1 Research Design
Source: www.slideshare.net/maheshwarijaikumar/approach-design
5.2.2 RESEARCH APPROACH

Descriptive and quantitative research takes up the bulk of surveying and is considered conclusive in nature due to its quantitative nature. Unlike exploratory research, descriptive research is preplanned and structured in design so the information collected can be statistically inferred on a population. The main idea behind using this type of research is to better define an opinion, attitude, or behaviour held by a group of people on a given subject. Consider the multiple choice questionnaire; since there are predefined categories a respondent must choose from, it is considered descriptive research. Quantitative usually involves collecting and converting data into numerical form so that statistical calculations can be made and conclusions drawn.

Objectivity is very important in quantitative research. Consequently, researchers take great care to avoid their own presence, behaviour or attitude affecting the results (e.g. by changing the situation being studied or causing participants to behave differently). They also critically examine their methods and conclusions for any possible bias. The main emphasis of quantitative research is on deductive reasoning which tends to move from the general to the specific. This is sometimes referred to as a top down approach.\(^3\)

Like descriptive research, causal research is quantitative in nature as well as preplanned and structured in design. For this reason, it is also considered conclusive research. Causal research differs in its attempt to explain the cause and effect relationship between variables.

5.3 POPULATION AND SAMPLING

All the items under consideration in any field of enquiry constitute a ‘population’. Whereas, the few items selected from the population by the researcher for the study purpose is technically called as a ‘sample’. The
population of this study covers the entire staff of the acquired banks selected for the study; and the sample obtained from the given population constitutes of 250 employees from the acquired banks post merger. Since post merger the banks constitutes the employees of both the acquired and acquiring bank, therefore **convenience sampling** method was used as a sample design.

Convenience sampling is a type of non-probability sampling technique. Non-probability sampling focuses on sampling techniques that are based on the judgment of the researcher. A convenience sample is simply one where the units that are selected for inclusion in the sample are the easiest to access. That is, sample populations selected because it is readily available and convenient, as researchers are drawing on relationships or networks to which they have easy access. Convenience sampling is very easy to carry out with few rules governing how the sample should be collected. The relative cost and time required to carry out a convenience sample are small. Since the sampling frame is not know, and the sample is not chosen at random, the inherent bias in convenience sampling means that the sample is unlikely to be representative of the population being studied. This undermines the ability to make generalizations from the sample to the population under studying.\(^4\)

5.4 **RESEARCH INFORMATION**

There are various ways in which data can be gathered for research purposes. The researcher must make a decision on how the required data will be gathered and interpreted before the research proposal is written. The means by which the information is produced and recorded is refers to as the ‘mode of data collection’. These various modes of data collection differ in terms of costs and resources required for gathering data as well as in terms of the level of detail and complexity of data that can be gathered successfully.
The information for the research is divided into the sources of data and the measurement instrument. The sources of data included both primary and secondary data; and self structured questionnaire was used as an instrument to collect the primary data.

5.4.1 SOURCES OF DATA

Data gathering for this study was done through two basic methods:

- **PRIMARY DATA**
  According to Uma Sekaran, 2000 (as cited in Suan 2009, p.28) primary data is information that is first obtained by the researcher on the variables of interest for the specific purpose of study. Primary data means original data that has been collected specially for the purpose in mind. It means someone collected the data from the original source first hand.

  The primary research was done using quantitative research technique, involving the identification of a number of often related variables that give insight into the nature and causes of certain problems and into the consequences of the problems for those affected. The quantitative research technique was structured with a questionnaire to quantify pre-categorized answers in order to deal with pertinent factors that can improve the employee engagement as well as the understanding and acceptance of mergers and acquisition in the workplace.

- **SECONDARY DATA**
  Secondary data refer to the information gathered by someone than the researcher conducting the current study such as company record, publication, industry analysis offered by the media, web publications and so on. It is less time consuming and cheap to obtain the secondary data as it is already prepared by other experts. The secondary data serves to get more information that could support the primary data, strengthen the
information and also assist the researcher to interpret the primary data correctly. At times, secondary data can also give an insight to the researcher on the subject matters from difference perspective (Suan, 2009).

For this study, the secondary data was gathered from the banks websites, annual reports, articles, books, journals, research papers, newspapers and magazines; that was relevant and able to support the literature review. The secondary data consists of both internal and external data sources. External sources include journals, articles and books while internal sources include the banks website, communication magazines, brochures and policy statements.

5.4.2 MEASUREMENT INSTRUMENT

The measurement instrument used for the study was a self structured questionnaire to quantify pre-categorized answers in order to deal with pertinent factors that lead to employee engagement. The questionnaire was adapted and modified to suite the context of employees in the acquired banks post merger.

A clear and user friendly questionnaire consisted of 3 sections. Section A consists of the questions to gather the information about the profile of the respondent. Section B sought to measure items that were related to employee engagement and Section C meant to study the behavioural pattern exhibited by the employees post merger.

The layout of the questionnaire can be represented as:
### Variables

<table>
<thead>
<tr>
<th>Section</th>
<th>Variables</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Respondent’s Profile</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>• Age</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Gender</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marital Status</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Formal Position in the Organization</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Educational Qualification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Length of Service</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Factors leading to EE</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>• A- A1,A2,A3,A4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• B- B1,B2,B3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• C- C1,C2,C3,C4,C5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• D- D1,D2,D3,D4,D5,D6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• E- E1,E2,E3,E4,E5,E6</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Behavioural Pattern</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>• Q1 to Q10</td>
<td></td>
</tr>
</tbody>
</table>

Two scales were used in this questionnaire. First is nominal scale used for respondent’s profile in section A and 5 point Likert scale was used for sections B and C. Likert scale is used when responses to various items that measure a variable can be tapped on 5 points scale which can thereafter be summated across the item.

Nominal scales are used for labeling variables, without any quantitative value. When measuring using a nominal scale, one simply
names or categorizes responses. Gender, Age, Designation, and Marital Status are examples of variables measured on a nominal scale. The essential point about nominal scales is that they do not imply any ordering among the responses. Responses are only categorized.\(^5\)

With ordinal scales, it is the order of the values is what’s important and significant, but the differences between each one is not really known. Unlike nominal scales, ordinal scales allow comparisons of the degree to which two subjects possess the dependent variable.

The ordinal scale below show the measures used in the Likert scale:

\begin{tabular}{cccccc}
1 & 2 & 3 & 4 & 5 \\
Strongly Disagree & Disagree & Uncertain & Agree & Strongly Agree \\
\end{tabular}

The questionnaires were distributed among the employees of acquired banks post merger in different branches and locations to cover a sample of 250. It was assured that the questionnaire was concise and less time consuming. The respondents were given one day to answer and return the questionnaire to the researcher by hand or by mail.

\section*{5.5 INDEPENDENT AND DEPENDENT VARIABLES}

A concept which can take on different quantitative values is called a variable. If one variable depends upon or is a consequence of the other variable, it is termed as a dependent variable; and the variable that is antecedent to the dependent variable is termed as an independent variable. The "dependent variable" represents the output or effect, or is tested to see
Research Methodology and Design

if it is the effect. The "independent variables" represent the inputs or causes, or are tested to see if they are the cause.

In this study the independent variables are the pertinent factors that lead to employee engagement as well as explain the effect on EE post merger in banking industry. Further, there are also the factors that are categorized to explain the behavioral patterns exhibited post merger. The dependent variables for the present study are the variables related to Employee Engagement.

These variables are further categorized as Latent Variables (Constructs) and Observed variables (Indicators).

- **Latent Variable**: An underlying variable that cannot be observed. It is hypothesized to exist in order to explain other variables. Unmeasured variables, factors, unobserved variables, constructs, or true scores are just a few of the terms that researchers use to refer to variables in the model that are not present in the data set.

- **Observed Variables**: To measure a latent construct, researchers capture indicators that represent the underlying construct. The indicators or manifest are directly observable and believed by the researcher to accurately represent the variable that cannot be observed. It a factor or phenomenon that causes or influences another associated factor or phenomenon called a dependent variable.⁶
Table 5.1: List of Independent Variables

<table>
<thead>
<tr>
<th>LATENT VARIABLES(CONSTRUCTS)</th>
<th>OBSERVED VARIABLES(INDICATORS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A  Working Environment</td>
<td>A1. Changes that may affect me are communicated to me prior to implementation.</td>
</tr>
<tr>
<td></td>
<td>A2. Everybody is treated fairly in this organization.</td>
</tr>
<tr>
<td></td>
<td>A3. Employee performance evaluations are fair and appropriate.</td>
</tr>
<tr>
<td></td>
<td>A4. There is never a pressure to finish my work on time.</td>
</tr>
<tr>
<td>B  Compensation and Benefits</td>
<td>B1. My pay is fair and I am satisfied with the organization’s benefit packages.</td>
</tr>
<tr>
<td></td>
<td>B2. I am satisfied with the reward/incentive schemes for good performances.</td>
</tr>
<tr>
<td></td>
<td>B3. The Organization has good Retirement and Insurance Plans and Vacation Pay.</td>
</tr>
<tr>
<td>C  Career Growth and Advancement</td>
<td>C1. The organization provides as much training as and when I need to perform my job well.</td>
</tr>
<tr>
<td></td>
<td>C2. I trust if I do a good Job my Company will consider me for a promotion.</td>
</tr>
<tr>
<td>LATENT VARIABLES(CONSTRUCTS)</td>
<td>OBSERVED VARIABLES(INDICATORS)</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>C3. My Job does make good use of my Skills and abilities.</td>
<td></td>
</tr>
<tr>
<td>C4. I think that I am able to progress in my Job.</td>
<td></td>
</tr>
<tr>
<td>C5. My manager is actively interested in my professional development and advancement.</td>
<td></td>
</tr>
</tbody>
</table>

**D Intrinsic Motivations**

| D1. There is a strong feeling of teamwork and cooperation in this organization. |
| D2. The environment in this organization supports a balance between work and personal life. |
| D3. My job does not cause unreasonable amount of stress in my life. |
| D4. I have regular information and a good understanding of the mission and goals of this organization. |
| D5. My supervisor and coworkers care about as a person. |
| D6. My manager always treats me with respect. |
The above table highlights the variables or factors that have been considered for the study by the researcher to capture the influence on employee engagement post merger in banking industry. The variables have been measured using self structured questionnaire.

Table 5.2: Dependent Variable

<table>
<thead>
<tr>
<th>DEPENDENT VARIABLE</th>
<th>OBSERVED VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E</strong> Employee Engagement</td>
<td>E1. I plan to continue my career with my company for at least 2 more years.</td>
</tr>
<tr>
<td></td>
<td>E2. I would recommend employment at my company to a friend.</td>
</tr>
<tr>
<td></td>
<td>E3. I constantly look for better ways to do my Job well.</td>
</tr>
<tr>
<td></td>
<td>E4. I feel proud to be a part of this Organization.</td>
</tr>
<tr>
<td></td>
<td>E5. I enjoy working with my team members.</td>
</tr>
<tr>
<td></td>
<td>E6. I feel committed and emotionally attached to my Organization.</td>
</tr>
</tbody>
</table>

The above table tends to identify the factors that define employee engagement. These factors are directly observable through research instrument and they represent the dependent variable that cannot be directly observed in the study.
5.6 A REVIEW OF THE FACTORS ASSOCIATED WITH EMPLOYEE ENGAGEMENT

"The hearts of employees are a tougher battlefield than the minds of employees."

Engagement is the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy. According to the Institute for Employment Studies, engagement is a positive attitude held by the employee toward the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Engagement is the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort (extra time, brainpower and effort) to accomplishing tasks that are important to the achievement of organizational goals.

Though different organizations define engagement differently, some common themes emerge. These themes include employees’ satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table. The greater an employee’s engagement, the more likely he or she is to “go the extra mile” and deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organization.
Many different engagement studies such as Gallup organization, Tower Perrins, Hewitt, Blessing White, the Corporate Leadership Council and the Conference Board have used difference definitions of engagement to come up with various drivers of engagement that managers must take into consideration when supervising their employees. Those drivers include doing exciting and challenging work; having career growth and learning and development opportunities; working with great people, receiving fair pay; having supportive management and being recognized, valued and respected (Ketter 2008, as cited in Suan 2009, p.17). Out of the various drivers identified the drivers or the factors selected for the present study has been explained below.

5.6.1 VARIABLES UNDER STUDY

A. WORKING ENVIRONMENT

“No company, small or large, can win over the long run without energized employees who believe in the organizations’ mission and understand how to achieve it. That's why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds.”

Jack and Suzy Welch

Managing organizational change is difficult due to the fact that it is an ongoing process rather than an event (Price & Chahal 2005; as cited in Dicke, Holwerda and Kontakos 2007, p.49). In addition, factors such as individual organization characteristics, industries, economic forces, and competitive climates can impact organizational change. Successful
strategies seem to be those customized according to the unique qualities and competitive environment of a firm and may incorporate different components of other successful strategies. Successful change management strategies seem to be customized according to the unique qualities and competitive environment.

Specifically, Kahn found that in an open environment—one in which information was shared freely among organizational members without fear and where meaningful communicative interactions occurred regularly—people were more willing to put all of themselves into their work. As one camp counselor put succinctly, people are only willing to devote their “energy where it will be appreciated” (Kahn, 1990: 708). When the groundwork for meaningful communication is missing, your employees’ willingness to exert discretionary effort will be missing as well. Truly, as Richard Axelrod asserts, communication is the “lifeblood” of the living system that is the modern corporation (2000: 92). Organizations must ensure that they create and promote an inclusive and open workplace environment. Management practices that create an environment in which employees are satisfied and engaged, spurs operational excellence and innovation with the end result of growth and profitability. Thus, when engagement is considered at its most basic level—as a mechanism to achieve the goal of the most positive work environment possible—it appears that old wine may still serve its purpose, even if it is in new bottles (Dicke, Holwerda and Kontakos 2007).

A key driver in any successful organization, effective communication is essential to employee engagement. Continuous communication must be encouraged. Employees must be immediately informed of changes that affect the organizations’ vision and strategy and how the changes relate to
the employees’ job and role within the organization. To support employee engagement, communication between leaders, line managers and employees must be an open two-way dialogue (Seijts & Crim 2006; as cited in Dicke, Holwerda and Kontakos 2007, p.75).

A workplace culture that is respectful, courteous, and fair and that values individual differences is a core aspect of building a positive workplace culture. Promoting equity and diversity is a key component of managing employees and focus on building a positive and respectful culture enhances the performance of all employees. Successful organizations show respect for each employee’s qualities and contribution – regardless of their job level.  

Performance management is a critical aspect of organizational effectiveness. Performance management when effectively applied helps to create and sustain high levels of employee engagement, which leads to higher levels of performance. Performance appraisal and feedback represent an opportunity not only to assess employee performance but also the degree to which employee’s exhibit engagement behavior in the performance of their work (e.g., persistence, initiative, role expansion, and adaptability). In order for employees to feel comfortable employing and expressing themselves fully during role performances (i.e, displaying engagement) they must trust that their organization and managers treat them fairly and justly (Dicke, Holwerda and Kontakos 2007).

The employees who are emotionally engaged may be at risk of becoming transitionally engaged in the presence of high work demands and pressures. At this point, although they may appear from their behavior to be engaged, their motivation has shifted from enjoyment of their work and identification with their employer organization to ‘performing’ in an engaged manner out of necessity or fear of losing their job. Once again,
employee engagement is fragile, and therefore focus must be given to engaging employees – but in a sustainable and well-being-focused way.\(^9\)

B. COMPENSATION AND BENEFITS

Vaziarani 2007 (as cited in Suan 2009, p.9) urges that organization should have a proper pay system so that the employees are motivated to work in the organization. In order to boost the engagement levels of the employee, organization should be able to provide with certain benefits and compensation. Employers must build on a solid compensation foundation in order to influence the extent that employees will go the extra mile and put discretionary effort into their work — contributing more of their energy, creativity and passion on the job. A well-developed performance management process can provide managers with the tools not only to deliver competitive base pay, but also to communicate one-on-one about how the pay (or pay increase) was determined, the relationship between employee pay and performance (either individual or organizational), and how the job fits within the organization overall. Towers Watson research indicates employees who believe they are paid fairly compared with people in either their company or other companies are 4.5 times as likely to be highly engaged as people who do not believe they are paid fairly.\(^{10}\)

Employees want to be compensated fairly for the work they do and the contribution they make (through base pay, bonuses and benefits). The important word here is ‘fair’. We all want to feel that we are being treated fairly and that our performance is evaluated fairly. A sense of balance between what employees contribute to an organization and what they get back in return is fundamental to sustaining the extra efforts that come with an engaged workforce. And that means that reward/incentive programs are an important component of effective employee engagement strategies. If organizations want employees to do and deliver more, it’s essential that employees feel valued as people that their extra efforts are recognized and appreciated, and that over time there is a balance between
what they give to and get back from an organization. In challenging economic environments, compensation budgets are heavily pressured, meaning that as organizations need to ask employees to do and deliver more, their ability to reward those extra efforts financially is particularly constrained.¹¹

Because commitments require an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation. That is, people assume that in exchange for their commitment, they will get something of value in return—such as favors, affection, gifts, attention, goods, money and property. In the world of work, employees and employers have traditionally made a tacit agreement: In exchange for workers’ commitment, organizations would provide forms of value for employees, such as secure jobs and fair compensation. Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes.

Compensation consists of financial elements (pay and benefits) but may also include nonfinancial elements or perks, such as on-site day care, employee assistance programs, subsidized cafeterias, travel discounts, company picnics and so on. The most effective compensation plans support your organization’s strategic objectives. A well-designed compensation plan gives the organization a competitive advantage. Incentive pay, also known as pay-for-performance, can directly influence employees’ productivity (and thus their engagement) as well as their commitment to the organization (as workers learn to trust that they will be rewarded for good performance). Most employees are motivated by financial incentives and will exert greater effort to produce more if the incentives the company offers make it worthwhile to do so. When an employee recognition programme is aligned with the business goals that have an engaged workforce, employees are emotionally committed to
their employer's goals, vision and ethos. The outcomes; improved business performance, productivity, and a heightened sense of well-being for the individual. Once an organization has recognized the efforts and output of the employees, there’s a need to start building an effective rewards program.\textsuperscript{12}

C. CAREER GROWTH AND ADVANCEMENT

An engaged workforce who possess the necessary skills, knowledge and expertise is crucial for any organization who wants to achieve high levels of business success. In our current challenging and competitive business environment, learning and development has never been more important as a means to keep employees engaged and maintain that competitive advantage.

The right training and development can greatly enhance employee engagement by nurturing talent and helping people to learn new things and improve their performance. Most people want to feel that they are doing a good job and that they are valued by their organization for the part they play. Done efficiently, learning and development will then provide the means to motivate and engage employees like never before. People will feel valued for their contribution and they will understand that the organization supports them to be the best that they can be. Developing people really is a key to having an engaged workforce and achieving business success.\textsuperscript{13}

The majority of employees have no control over the change decision. But they need to continue to meet performance objectives during and after a change event. To that end, employees may need help creating strategies to overcome natural resistance to change. Through assessments, workshops and team meetings, organizations can show employees how to recognize their own styles, anticipate their reactions to change, understand their role in making change work, set measurable goals and develop a plan of
action. Most importantly, employees need to be treated as more than passive recipients of change — they need to be involved. If employees are to remain engaged in the process and feel as if their contribution still matters, the organization must continue to invest in them individually and keep the employees skill set in line with the companies goals. Job skills training allow the organization to take measurable steps towards improving employee skill.\textsuperscript{14}

If peoples’ desire to make advancement in their own career is not fulfilled, they will begin looking for work elsewhere. Opportunities to move up the career ladder often come down to availability of open positions—waiting for someone to die or retire to move up in the company is a sad reality for many people. When promotions seem like a waiting game to employees, organizations are at risk of turnover.\textsuperscript{15}

D. INTRINSIC MOTIVATION

Only intrinsic motivations (rewards that come directly from the work itself) encourage the profound commitment and sense of ownership needed for a truly engaged and innovative workforce. To build a culture of engagement it is important to incorporate training on intrinsic motivation and employee engagement into management development programs. Every employee needs to feel like they’re making a difference and that their efforts and accomplishments have meaning. The employees’ have a general belief that their employers value their contributions and care about their well-being. Whereas employers value employee dedication and loyalty, employees are more concerned with their employers’ reciprocal commitments to them. People respond well when they see that they are making progress on something they care about, whether in the workplace or in life. Humans are innately social creatures, and we want to connect, interact, affiliate, care and share. We also want to be recognized, and we want to understand and be understood. When intrinsic motivators are integrated into the workplace, the opposite
happens. Employees start to see their work as more meaningful, and so they become eager and willing to learn and contribute. As a result, business performance improves, measurably and fast.\textsuperscript{16}

Intrinsic motivation comes from within. It’s driven by a personal interest or enjoyment in the task itself. With intrinsic motivation, the result is often growth. When people talk about engaged employees having both their heads and their hearts in their jobs, intrinsic motivation is the “heart” part of that equation. The fact is, intrinsically motivated employees are more likely to be engaged in what they’re doing than their counterparts who rely only on extrinsic motivation to put a spring in their step. Moreover, intrinsically motivated employees are more likely to go above and beyond - to put in that discretionary effort.\textsuperscript{17}

Respect has gotten a lot of attention in the work environment lately, as it relates to equity, fairness and just getting along. But respect reaches much further than manners and compliance. It also plays a key role in recognition, engagement, and in creating a strong organizational culture. “Employee engagement depends upon the extent to which individuals respect their organization and its leadership, and feel respected,” writes Paul Marciano. Respect is a simple aspect of employee engagement. It’s incredibly important to convey respect when leaders interacting with their employees. While that may seem obvious, unfortunately not nearly enough leaders do it.\textsuperscript{18}

The impact of fulfilling workers’ most important wants is significant - on employee engagement, customer satisfaction and even the bottom line. Employees want a job that’s challenging, interesting and fun. They want a sense of accomplishment and they want to feel the time they’ve spent at work has been worthwhile. They want to feel confident about their organization’s future and they want stability and steady work so they can meet their financial obligations. Essentially, each individual wants to be
recognized and appreciated as a valued team member - particularly by the person who should be most familiar with their work: their line manager. To engender trust, leaders need to show consideration for the morale, welfare and well-being of their team.\textsuperscript{19}

5.7 TREATMENT OF DATA AND DATA ANALYSIS TECHNIQUE

Researchers will have one or more hypotheses. These are the questions that they want to address which include predictions about possible relationships between the things they want to investigate (variables). In order to find answers to these questions, the researchers will also have various instruments and materials (e.g. paper or computer tests, observation check lists etc.) and a clearly defined plan of action.

The research data has to be prepared before it gets analyzed. Greenfield (1996:122) argues that various stages exist between gathering data and analyzing data. These stages include data coding, data editing and data preparation for analysis. These stages must be planned beforehand and be part of the documents and procedural designs. Coding refers to the “conversion of verbatim answers to categorized data” (Greenfield, 1996:122). Data editing involves checking and correcting mistakes in the data collected. Greenfield (1996:123) believes that mistakes in the data are a reflection on the quality of data. It is always important to edit data because edit mistakes that are not corrected may lead to difficulties and confusion in the research process. Preparing the data for analysis happens only after data have been coded and edited (Zweni, 2004).\textsuperscript{20}

Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Data analysis technique is an established, habitual, logical, or prescribed practice or systematic process of achieving certain ends
with accuracy and efficiency, usually in an ordered sequence of fixed steps.21

Data analysis is a step-by-step approach consisting of:

1. Identifying and defining a problem
2. Accumulating relevant data
3. Formulating a tentative hypothesis
4. Conducting experiments to test the hypothesis
5. Interpreting the results objectively and
6. Repeating the steps until an acceptable solution is found.

For the present study, after collecting the information from the questionnaires, a few procedures were done such as checking the data for accuracy. Besides that the questions were being coded to enable for analysis using Statistical Packages for the Social Science (SPSS V.21) and Analysis of Moment Structures (AMOS V.20).

The results stemming from each of the two methods have been integrated into the analysis and interpretation stage of the research process with the aim to gain an inter-subjective and multi-level understanding of the interrelations between the independent and dependent variables, and HR practices that should not be feasible by relying on a single method of inquiry.

The analysis of data begins with Descriptive analysis to describe the profile of respondents followed by ranking and reliability test for the scales through Cronbach’s Alpha. The Cronbach Alpha testing was used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2005). In Cronbach’s Alpha reliability analysis, the
closer Cronbach’s Alpha to 1.0, the higher the internal consistency reliability. The Cronbach measures are:

1. 0.7 and above – very strong relationship,
2. 0.50 to 0.69 – strong relationship,
3. 0.30 to 0.49 – moderate relationship,
4. 0.10 to 0.29 – low relationships and
5. 0.01 to 0.09 – very low relationship.

A commonly-accepted rule of thumb is that an alpha of 0.7 (some say 0.6) indicates acceptable reliability and 0.8 or higher indicates good reliability. Very high reliability (0.95 or higher) is not necessarily desirable, as this indicates that the items may be entirely redundant.

After collecting the data from the employees, scores of all the respondents were compiled to calculate the weighted total, and then ranking of the weighted total was done for the variables under consideration. In order to find the association between each of the demographic variables and employee engagement, Chi square test was done so as to accept or reject the hypothesis using AMOS.

In hypothesis testing, the significance level is the criterion used for rejecting the null hypothesis. The significance level is used in hypothesis testing as follows: First, the difference between the results of the experiment and the null hypothesis is determined. Then, assuming the null hypothesis is true; the probability of a difference that large or larger is computed. Finally, this probability is compared to the significance level. If the probability is less than or equal to the significance level, then the
null hypothesis is rejected and the outcome is said to be statistically significant. Traditionally, experimenters have used either the 0.05 level (sometimes called the 5% level) or the 0.01 level (1% level), although the choice of levels is largely subjective. The significance level $\alpha$ for a given hypothesis test is a value for which a P-value less than or equal to $\alpha$ is considered statistically significant. Typical values for $\alpha$ are 0.1, 0.05, and 0.01. These values correspond to the probability of observing such an extreme value by chance. In the test score example above, the P-value is 0.0082, so the probability of observing such a value by chance is less than 0.01, and the result is significant at the 0.01 level. The lower the significance level, the more the data must diverge from the null hypothesis to be significant. Alpha levels are controlled by the researcher and are related to confidence levels. You get an alpha level by subtracting your confidence level from 100%. For example, if you want to be 98 percent confident in your research, the alpha level would be 2% (100% – 98%). The researcher has selected three typical significance levels for the present study:

**0.01 levels (or 1% level)**

**0.05 levels (or 5% level)**

**0.10 levels (or 10% level)**

AMOS requires a complete data set (no missing values) in order to run the analysis. Structural Equation Modeling is used to test the causal relationship among the main constructs of the hypothesized model. SEM can be either regression analysis with path analysis or path analysis with factor analysis. Usually, in SEM diagrams the variables are arranged from left to right in temporal/causal order (causes before effects). Representation of variables:
• Observed variables are represented by rectangles/squares.

• Unobserved variables are represented by ellipses/circles in SEM diagrams.

• Representation of relationships: There is a clear distinction between association relationships and causal relationships (both in theoretical terms and in terms of graphical representation of a structural equations model).

• Non-causal (association) relationships are represented by curved double-headed arrows.

• Causal relationships are represented by straight single-headed arrows (with the arrow pointing towards the effect).

Association relationships can only be modeled among exogenous variables. Associations between two endogenous variables or between an endogenous variable and an exogenous variable are not possible in the SEM framework.

The model should include all possible influences on the endogenous variable(s). The influences that cannot be accounted for by the predictors included in the model are included in the error term. The error term also includes measurement errors in the endogenous variable. In short, this means that each endogenous variable in the model must have an associated error term.
5.7.1 RESEARCH MODEL

The model of the study has been depicted as the following figure:

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INDEPENDENT VARIABLES   DEPENDENT VARIABLE

A1                                  E1
A2                                  E2
A3                                  E3
A4                                  E4
B1                                  E4
B2                                  E5
B3                                  E5
C1
C2
C3
C4
C5                                  E1
D1
D2
D3
D4
D5                                  E2
D6                                  E3

Working Environment
Compensation Benefits
Growth Advancement
Employee Engagement
Intrinsic Motivation

Fig. 5.2: Path Diagram in Structural Equation Modeling
5.8 THE PILOT SURVEY

It is important, if time permits, to organize and carry out a pilot study to pre-test the questionnaire on a small population. This enables the researcher to ascertain whether there are gaps in the questionnaire that may compromise the desired quality of information obtained. A pilot study fulfils two purposes: the first is to develop the “instruments and procedures where the pilot is a step on the way towards the final design”. The second purpose is the “rehearsal of instruments and procedures, where the aim is to fine-tune a design”. The pilot testing helps to “refine the questionnaire so that respondents will have no problems in answering the questions and there will be no problem in recording the data”. This further argue that it will allow the researcher to evaluate the strength and dependability of the data gathered through the questionnaire. The researcher can also involve experts to look into the appropriateness of the questions as well as the composition of the questionnaire before pilot testing. This will assist the researcher to make the necessary changes as well as ascertain the dependability of the questionnaire theme before pilot testing. This pilot testing could be administered to the group of individuals that are more like the final population in the sample. The number of people selected for pilot testing must be enough to capture any serious changes that may influence the responses. Thus, a pilot study helps to ascertain the following:

- The time it will take to complete the questionnaire.
- The clearness of instructions as well as identifying those questions, if any, which are not clear.
- Those questions, if any, that the respondents feel uncomfortable answering them.
- Whether there was any serious topic that was left out.
• Whether the design was understandable and eye-catching, and
• Any other possible observations.

The pilot study for the research was conducted on a sample of 60 employees of the acquired banks, to check for the errors as well as to see whether the questionnaire was understandable. They all clearly understood the questions posed in the questionnaire. Data analysis was done to check the accuracy of the responses and hence there was therefore, a need to make some amendments to the questionnaire to ascertain that the final information obtained is accurate and complete.

5.9 BENEFITS AND LIMITATIONS OF QUESTIONNAIRE SURVEY

Surveys are normally used for statistical purposes by gathering information. Most surveys use questionnaires for a base of their research. Surveys can help decide what needs changing, where money should be spent, what products to purchase, what problems there might be, or lots of other questions you may have at any time. There are a number of benefits and limitations associated with the questionnaire survey method.

• The cost of administering surveys is relatively low, and respondents have time to think about their answers.

• Surveys promote anonymity and confidentiality, provide access to widely dispersed respondents, and minimize the potential for interviewer bias.

• Questionnaires can be standardized, tested and validated producing large amounts of data from sample populations.
These can be analyzed by applying rigorous and sophisticated statistical techniques, and inferences can be made for a wider population.

Numerous questions can be asked about a subject, giving extensive flexibility in data analysis. With survey software, advanced statistical techniques can be utilized to analyze survey data to determine validity, reliability, and statistical significance, including the ability to analyze multiple variables. In this sense, quantitative data gathered through questionnaire survey research is regarded as relatively accurate (Gable, 1994).

There are, however, a number of limitations including the potential for poor response rates, lack of opportunities to probe and lack of interviewer control.

- Structured surveys normally use closed ended questions which makes opinions limited.
- Can be time consuming and hard to structure at times.
- If it is an anonymous survey people may not give a valid answer.
- The researcher must ensure that a large number of the selected sample will reply.
- Some people may not be willing to answer the questions. They might not wish to reveal the information or they might think that they will not benefit from responding perhaps even be penalised by giving their real opinion.
- Respondents may not be fully aware of their reasons for any given answer because of lack of memory on the subject, or even boredom.
- Questionnaires also invite people to lie and answer the questions very vaguely which they would not do in an interview. Data errors due to question non-responses may exist. The number of respondents who choose to respond to a survey question may be different from those who chose not to respond, thus creating bias.

- You forget to ask a question, you cannot usually go back to respondents, especially if they are anonymous.

Surveys can be useful in some cases when the questions asked are specific and if the questions asked affect them. A systematic method of gathering information from a target population, a survey makes use of statistical techniques mainly used in quantitative research. Sometimes surveys and questionnaires are not taken seriously leading the participant to write anything to make it less time consuming. If the survey/questionnaire is very long most people decide to ignore it which would make it useless.
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