CHAPTER THREE

RESEARCH METHODOLOGY
3: Research methodology:

This research project is undertaken by the researcher in the field of his own domain area. While preparing for the research methodology there is the consideration of the significance and the scope of the research work. The choice of the research area and the respondents is done meticulously. The discussion about the same is mentioned here.

This includes the research design among the various research design as descriptive research design, exploratory research design, and the causal research design.

Here the choice of descriptive research design was considered.

3.1 Research Area:

Pune based selected Industry; it is the home area of the researcher. Since 1986, the researcher has been working in different manufacturing industries as a HR profession in the same area. As he has been involved in the same profession in different industry, he has realized that, level of employee motivation and satisfaction is very low in the number of industries. This resulted to growths of organization and employee development. Conflicts between employee and employer are increasing. These all practical experience encouraged the researcher to undertake the research project on Employee Motivation and Organization Development. As now Pune is manufacturing hub for various industries like two/four wheelers etc. Also many OEM’s, auto ancillaries, MNC’s settling their businesses around the Pune.

3.2 Research Design:

Descriptive research is applied for this research work also known as statistical research. Descriptive research answers the questions like who?, what?, where?, when? and how?
This research is conducted in Pune base selected industry, located in various geographical industrial areas around the 50 KM of Pune. The data will be collected around 369 employees and 79 managers including HR Managers. Industry will be consider where employee strength is between 100 to 1000 and has turnover of industry between INR 50 crore to 500 crore.

Multi method research design was used as per the follow:

1. In the first stage structured personal interviews were conducted which involves CEO, Directors, Senior Executives, HR Heads or responsible HR person and other 2/3 representatives from different area of industry.

2. In the second stage survey was done administrating questionnaire for different operator employees and different sections, and skills.

Though the very begin of business schools in India was to cater to the demands of the industry, the two entities have traditionally been operating in separate domains and as more or less isolated islands. Their partnership is only infrequent and accidental, and without any calculated intention. According to Friga, Bettis and Sullivan (2003) the trends of evolution of management education indicate that knowledge creation is becoming more students based. This will usher in a variety of changes including paradoxically a trend towards close interaction among students, industry and the faculty.

3.3 Research Problem:

Despite the fact that today there are millions of job opportunities in India across various sectors; industry is witnessing a serious talent crunch. Though hiring has been taking place on a regular basis, low employability of the hired resources is a serious issue. While there are instances where the workforce may be competent in their chosen areas of
expertise and falling short only where the soft-skills are concerned, there are also cases where the recruits don't even have the basic skills. The question that is being raised is whether this is due to an out dated education system, which is not being refurbished to suit the changing needs of the economy.

Is there exist a gap between skills imparted by management institutes in post graduate management students and skills required for different positions in industry at entry level?

The NSDC (National Skills Development Council) Report 2010 depicts the educational funnel for India which shows that one in ten students from grade one make it to graduating from college, while merely 25% of them are ready to enter the workforce. The dropouts in India continue with nearly 79 million dropping off at the elementary level, 15 million in the middle school and 5 million in high school. Further, while 6.4 million appear in the class 12 exam, only 3.9 million graduates every year (NSDC report 2010). In the absence of adequate vocational schools and other skills learning facilities, this soaring number of dropouts will only add to the problem of inadequate productive workers for corporate India. This opens doors to many players fast emerging to fill the gaps in the form of, either embedded solutions to make the present system better, or after school/college solutions, to create employable candidates that corporate India requires.

As a result, the industry of employability education includes service providers who address the three important trajectories to the problem at hand – assessment, training and placement (used by K-12, Higher Education and the Employability Industry to fill their respective gaps). Each of these solutions have relevance in more than one level of the defined education levels which makes it a crisscross movement and ultimately, spanning a new industry. This format, while it is a business opportunity worth $80 billion (by 2012), is equally maddening for the students given its unorganized state.

The NASSCOM-McKinsey report, 2005, titled ‘Extending India’s Leadership of the Global IT and BPO Industries’ has been extensively used till yesterday showing in a poor light the quality of Indian engineering graduates.
The genesis of this report is the McKinsey Global Institute study which states that “only 25% of engineering graduates in India have the skills to be employed in IT jobs without prior training.”

Many such questions are arose, discussed and debated and still did not find comprehensive and justified answer. This research is an effort to answer few of such questions.

3.4. Statement of Research Problem:

Present study intends to focus on management student employability in various industrial sectors. Most of the management institutions gives the opportunity to the students of learning and practicing the skills required for the employability. These skills are more important for the motivation of the employees. The enhancement of these skills is the part of the academic curriculum in many institutions.

syllabus and pedagogy can be developed, can understand Management Institutes perception on Importance of these skills for an employment, can understand students perception on employability skills possession before and after MBA, can understand employers perception on present skills level of MBA students and their expected skills level from management students.

Do the employees possess adequate employability skills as expected by the various industry sectors? Are students able to transfer those skills learned in their management course to their workplace? If not, what needs to be done differently in academic programs to better prepare students? Essentially, these questions must be answered so that appropriate changes are made to syllabus and pedagogy in management education so that students learn and transfer their learning beyond their collegiate experience to the workplace and other contexts.
3.5 Definition of Terms

As the topic is related with employee motivation and its effect on the employees' performance, it is essential to discuss about the employee motivation.

The question is what exactly means by employee motivation?

Every individual has different motives. But when it comes to the organizations, these motives should be unidirectional. When this is achieved by the managers in the organization, it may be called as motivated employees. The effect of the motivated employees is evident in the organization's performances.

The basic principle observed by the philosophers is that the individual’s performance depends on their ability. The backup for this performance is from the fact as unidirectional motives.

Ability here refers to the skills level and level of competency possessed by the employees.

There are some terms as explained below are:

Employee motivation: “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need.”

Organisational Development: Organization development (OD) is a professional discipline with a focus on improving and enhancing capabilities within organizations to meet strategic and tactical goals. That focus is directed at the performance of people: individuals, groups, and teams distinct from capital or other assets at the disposal of the organization.