CHAPTER - III

RESEARCH DESIGN & METHODOLOGY
Research Design and Methodology of the Study

Research design taken is Qualitative and Descriptive. For each specific objectives drawn and subsequent hypothesis the respective tabulations were, made signifying the chi square tests and Regression analysis for establishing the relations between the objectives as such.

With a consistent discussion held with experts and academicians in the field as researcher was avid to Crum the theoretical and practical aspects of research in the organizations for better understanding the big picture of it the research design and methodology was like wise detailed for use.

As the term descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic. The Descriptive statistics tell what is, while inferential statistics try to determine cause and effect. Keeping in view the the type of question asked by the researcher will ultimately determine the type of approach necessary to complete an accurate assessment of the topic at hand. Descriptive studies, primarily concerned with finding out "what is," might be applied to investigate the following questions investigated in the Thesis as major objectives and hypothesis suggested against it. Hence as usual the Descriptive research employed in this Thesis pertains to both quantitative and qualitative. It does involve collections of quantitative information that can be tabulated along a continuum in numerical form, such as scores on a test or the number of times a person chooses to use a certain feature of a MBTI traits, or it can describe categories of information such as gender or patterns of education, professional upbringing when using it on group situation pertaining to each class of industry of BPO. Hence in these descriptive study methods of analyzing correlations between multiple variables by using tests such as Pearson's Product Moment correlation, regression, or multiple regression analysis are used to establish the null hypothesis against the background of objectives hypothesized by the researcher. We have utilized Descriptive statistics as data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation. The combination of its characteristic summary and correlation statistics, along with its focus on specific types of research questions, methods, and outcomes is what distinguishes descriptive research from other research types makes it so special to be used as a study technique. Three main purposes of research are to describe, explain, and validate findings. Description emerges following creative exploration, and serves to organize the findings in order to fit them with
explanations, and then test or validate those explanations. Many research studies call for the
description of natural or man-made phenomena such as their form, structure, activity, and change
over time, relation to other phenomena, and so on. The description often illuminates knowledge
that we might not otherwise notice or even encounter. Several important scientific discoveries as
well as anthropological information about events outside of our common experiences have
resulted from making such descriptions. Descriptive studies have an important role in
educational research. They have greatly increased our knowledge about what happens in BPOs
and how the academics could be imbibed within the practice of study of BPOs in relation to
describing categories of data and use statistical analysis to examine correlations between specific
variables. Both also go beyond the bounds of descriptive research and conduct further statistical
procedures appropriate to their research questions, thus enabling them to make further
recommendations about implementing computing technology in ways to support grassroots
change and equitable practices within the schools. The descriptive function of research is heavily
dependent on instrumentation for measurement and observation. Researchers in this case like that
of MBTI has worked for many years to perfect such instrumentation so that the resulting
measurement will be accurate, reliable, and generalizable. Instruments such as the MBTI,
standardized tests for various purposes, questionnaires generalized about the dichotomies and
Assertiveness scores of thoroughly validated questionnaires are examples of some instruments
that yield valuable descriptive data. As these instruments are developed, they can be used to
describe phenomena of interest to the researchers. Descriptive studies can yield rich data that
lead to important recommendations based on the common data collection methods applied to
questions within the realm of descriptive research include surveys, interviews, observations, and
portfolios.
Why Qualitative research is used in this study
Since Qualitative research seeks out the ‘why’, not the ‘how’ of its topic through the analysis of unstructured information – things like interview transcripts, open ended survey responses, emails, notes, feedback forms, photos and videos. It doesn’t just rely on statistics or numbers, which are the domain of quantitative researchers. The level of assertiveness for example is based on Qualitative research to gain insight into people's attitudes, behaviors, value systems, concerns, motivations, aspirations, culture or lifestyles. It’s also used to interpret the business decisions, policy formation, communication and research further as an outcome of study. Focus groups, in-depth interviews by the way of Performance appraisals, are among the many formal approaches that are used, but qualitative research also involves the analysis of any unstructured material, including Assertiveness forms, Performance reports. Collecting and analyzing this unstructured information would be messy and time consuming using manual methods so when faced with volumes of materials, finding themes and extracting meaning can be a daunting task.

The three variables other than the socio-demographic variables selected for study were Myers and Briggs personality types, managerial performance and level of assertiveness of managers. The questions with which the researcher came up while holding discussions with experts and the study literature helped in drawing out the basic core objectives, hypotheses and the possible scheme for measuring the different variables of the study.
Methodology Incorporated for Each Objective With Reference to specified Research Design

Research design taken is Qualitative and Descriptive. For each specific objectives drawn and subsequent hypothesis the respective tabulations were made signifying the chi square tests and Regression analysis for establishing the relations between and among variables if any. For Objective 01: Tabulation of Managerial Levels and performance levels are drawn from the data of organizations A,B and C.- this will give us a picture of efficient managers from the normal ones in order to understand the managers dynamics of their performance in theirs organization.

For Objective 02: In order to analyze MBTI Type and Performance Level of managers tables are drawn for seniors , juniors and middle managers each reflecting a) distributing of classification of types 01 and types 02 distinctively.

Test used are: Than calculation of Chi-Square Tests and its Eta coefficient and Pseudo-R-Square are measured for all managers, senior, middle and junior level managers. Similarly in order to arrive at a conclusion three Nominal Regression Tables are to be calculated on the basis of ours hypothesis that is the nominal regression with the discovered Type as reference category for particular Type of managers.

For Objective 03: For the performance and assertiveness cross tabulation for managers we will a) firstly calculate and draw tables for all managers in relation to their Performance and assertiveness cross tabulation.

Test used are: Calculating Chi-Square Tests for all managers, senior, middle and junior level managers and its Eta coefficient and Pseudo-R-Square and Nominal Regression for all managers also.

For Objective 04: In order to find MBTI Personality Type and Assertiveness relationship we will draw table of MBTI Personality Type and Assertiveness Cross tabulation and then will compute values for all managers.

Test used are: calculating Chi-Square Tests for all managers and its Eta coefficient and Pseudo-R-Square and Nominal Regression for All managers than managers, senior, middle and junior level managers.
For **Objective 05: To test relationship between Qualification and Performance levels of managers** we will a) firstly compute and draw tables for Qualification and Performance levels of ALL managers

**Test used are:** calculate Chi square tests for validating relative hypothesis for senior, middle and junior level managers.

b) Once we compute it for all managers we will do the same for, senior, middle and junior level managers and so we will compute and draw tables for Qualification and Performance levels of senior managers and then will calculate Chi square tests for validating relative hypothesis.

c) Similarly for Age and Performance level of managers will compute chi-square test for all managers, than chi-square test for senior managers, chi-square test for middle managers, chi-square test for junior managers,

d) For Type of upbringing and Performance level of managers we will compute Chi-square test for all managers to evaluate the contended hypothesis.
Objectives of the study:

1) To understand the performance level of Senior, Middle and Junior managers’ and to categorize them into high, medium and low performers.

2) To find out whether the performance of managers (managerial performance) has any resemblance with their personality types which is measured against the model of personality theorized by Myers and Briggs.

3) To understand the level of assertiveness possessed by the managers and to find out whether there is any relationship between managerial performance and level of assertiveness.

4) To find out if any relationship between MBTI personality type of managers and their level of assertiveness do exist.

5) To find out whether performance differences among managers has any bearing upon the socio-demographic background of managers such as age, upbringing and education.
Hypothesis of the Study

The following hypotheses were formulated based upon the objectives, observations, literature review, made during pilot study and discussions with practicing managers and academicians.

1) Those managers that have Extrovert- Thinking in their performance show high performance in organizations.
2) Those managers who have Thinking- Judging in their preference show high performance in organizations.
3) Those managers who have Feeling- Judging in their preference show high performance in organizations.
4) High performing managers have significantly higher level of assertiveness than low performing managers.
5) Those managers who have Thinking- Judging in their personality preference show a high level of assertiveness.
Pilot study

Managers of the Delhi NCR region belt were taken for pilot study working in International call centers. During the pilot study the respondents and the organizations adjudged the possible feasibility relevant to managerial performance.

However they expressed concern about the confidentiality of data collected as such as the topic of managerial performance was sensitive in nature and it’s a delicate issue. The researcher assured that the purpose of such topic is purely academic in nature and will not be used for any other purpose.

In this regard management experts and academicians were also consulted for ascertaining the relevance and feasibility of such research study.

Sampling Design

The sampling design taken for the study purpose is the stratified sampling as the entire set of respondents of 594 populations was studied in Toto. Stratified sampling as we know is a probability sampling technique wherein the researcher tends to divide the entire population into different subgroups or strata in our case the strata is divided into three groups Senior, Middle and Junior Level management, and then randomly selects the final subjects in relation to the proportionally from the different strata as we have in this research as Higher, Middle and Lower assessments of Qualification, experience, age –speculations, MBTI Dichotomies which are of 16 types and Assertiveness Inventory to be tested based on Hypothesis designed against major Objectives drawn as such. It is important to note that the strata must be non-overlapping. Having overlapping subgroups will grant some individuals higher chances of being selected as subject. This completely negates the concept of stratified sampling as a type of probability sampling. Equally important is the fact that the researcher must use simple probability sampling within the different strata.

The most common strata used in stratified random sampling are age, gender, socioeconomic status, religion, nationality and educational attainment which is already specified in the above paragraph.
Nature and Sources of Data

Both Primary and Secondary data was required for the purpose of study. The Primary data pertained to personality, assertiveness and socio-demographic variables, which were collected from respondents. The Secondary data was entirely related with the performance details of managers. The procedure is explained in detail in Chapter 4.

Tools of Data Collection

In order to study the basic purpose the researcher administered the following questionnaires

1) **Myers Briggs Personality Type Indicator**

   Forced choice format of questions was presented because type theory postulates dichotomies. All questions offer choices within the poles of the same dichotomy E or I, S or N, T or F, J or P. There are no questions that cut across the dichotomies. According to Myers Briggs, forced choice format

   Was required as both poles of dichotomy are valuable and are both used at different times by supervisors. The main intention of items is to force a series of choices that will determine which of the two valuable or useful behaviors or attitudes is preferred by the individual. In this respect the questionnaire was taken from an MBTI certified source in India wherein all data relating to reliability and validity pertains to the Indian scenario.

   This way the total questions contained in the questionnaire was 124 and it had the test-retest reliability of +.761. Test –retest reliabilities of the MBTI showed consistency overtime, with levels of agreement greater than by chance. When respondents reported a change in type, it is most likely occur in any one preference as there is not a good or bad preference all hold equal parameter except their sanctity of definitions. So when respondents reported a change in type, it is most likely to occur in only one preference and in scales where the original preference clarity index was low.

   Evidence for the validity of types and a number of factor analysis of the MBTI scales have exhibited very closely a correspondence with the hypothesized four factor structure Thorne & Gough (1991). Correlations have also been established with a wide variety of scales from other Instruments.
So for the tabulation purpose of the questionnaire arriving at the personality types and for analysis of the types, the researcher sought the MBTI certified persons guidance. The researcher also underwent a training programme to learn the method of administrating this questionnaire.

2) Assertiveness inventory

The inventory designed by Shelton & Burton (1995) was used for this study with test-retest reliability of +.841. This is a widely used instrument by MBTI certified trainers in India. Validation of the instrument however has been established through many research studies conducted by Shelton & Burton (1995). There were a total of 15 items which were rated on a three point scale—Always, Sometimes, Never. Three points were given for Always, Two for Sometimes and one for Never. Scores between 0-19 depicted a low level of assertiveness, 20-34 medium level and 35-45 high level of assertiveness.

3) Socio- demographic description data

Socio- Demographic description data was also consolidated from the respondents to their educational qualification, age and upbringing.

Data analysis and Interpretation

The data as collected was checked for the accuracy and statistical analysis of data was done through computer applications using SPSS package. The investigator for the above activity sought the help of experts in this direction. The findings of the analysis during that period were then discussed in the practical and theoretical framework.

The chapters that follow, discusses these analyses and last chapter summarizes the major findings of the study.
Research Area

The research area selected for the study is Delhi NCR Region being the hub of International and National Call centres. Also the call centre’s running in this region holds good in terms of qualitative and quantitative aspect of functioning and they do a lot in Training and Development, employees assistance and care and so the perception of the employees and call centre’s in totality could be best understood in this area, because of the variety the services these BPOs caters to end customers.

This region was also selected based on the proximity of the accessibility of the researcher’s area / location which prompt into saving time, money and much energy in incorporating and seeking information(s) pertaining to the research study.
Limitations of the study

As this sort of study – research studies have not been conducted in Indian organizational BPOs context; linking managerial performance, MBTI Personality Test, Assertiveness and the selected socio- demographic variables, most of the reference studies mentioned are based on studies conducted in the western context.

The data used for measuring the performance of managers was taken from the records maintained by the organizations. As this data was used by the selected organizations in determining promotion and other growth possibilities of the managers within the organization so no validity score was evolved for the measurement of performance out of the data. However the same data was also used for drawing up the developmental plan for managers.

As the scope of study was confined to the BPOs operational Industries in the Private sector, generalizations could only be made within the boundaries of the operational sector in the Industrial belt of such functioning of BPOs.