Chapter III

Research Design
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RESEARCH DESIGN

3.1 INTRODUCTION

A research cannot be evaluated unless its procedure is reported in sufficient detail. The investigator should adopt systematic and appropriate procedures in conducting the research. A careful consideration is being given in the selection of appropriate tools, collection of data and analysis of data. The accuracy, reliability and validity of the research findings depend on the correct and careful choice of the tools. The details regarding the variables, hypotheses, choice of tools, selection of population, selection of sample, methods of collection of data and statistical analysis are outlined in this chapter.

This chapter signifies the methodological framework of the study consisting of the following aspects:

1. Research design
2. Operational definitions
3. Variables of the study
4. Statement of the problem
5. Scope of the study
6. Objectives of the study
7. Hypotheses
8. Tools used
9. Population and Sample of the study
10. Data collection
11. Statistical analysis of data
12. Limitations of the study

3.2 RESEARCH DESIGN

The present study is a descriptive survey. The terms and concepts have been operationally defined, further the hypotheses for empirical validation are stated, the process of sample selection, statistical methods for data analysis and tools used for measurements to obtain data are included.
3.3 OPERATIONAL DEFINITIONS

The following terms are operationally defined.

3.3.1 Human Resource Management

Human Resource Management is the organizational function that deals with issues related to people such as training and developmental opportunities, performance management practices, selection process, promotions, career development, decision making, organizational development, safety, wellness, benefits, employee motivation, communication and administration. As companies reorganize to gain competitive edge, human resources plays a key role in helping companies deal with a fast-changing competitive environment and the greater demand for quality employees.

Human resources is an increasingly prominent field that is taking shape throughout industries and workplaces worldwide. Recognizing the fact that people are a companies greatest asset, business leaders across the globe are coming to rely more and more upon an effective management policy that applies specifically to the area of human resources. A business of any size needs employees in order for it to run. Human resources management focuses largely on a more sensitive human analysis to determine what really works with employees.

3.3.2 Perceived Organization Support

Research on Perceived Organizational support began with the observation that if managers are concerned with their employees’ commitment to the organization, employees are focused on the organizations’ commitment to them. For employees the organization serves as an important source of socio-emotional resources, such as respect and caring, tangible benefits such as wages and medical benefits.

3.4 VARIABLES OF THE STUDY

Variables studied

1. Dependent variable

Attitudinal outcomes such as Affective commitment and turnover intentions, Behavioral outcomes such as Organizational Citizenship Behavior Individual(OCBI), Organizational Citizenship Behavior organization(OCBO) and performance.
2. **Independent variables**
   HR Practices and its dimensions such as training, developmental opportunities, pay for performance, performance management practices, selection, promotion and career development, decision making.

3. **Moderating Variable**: Perceived organization support

4. **Demographic variables** namely Gender, Work experience, Job experience and Educational qualification.

3.5 **STATEMENT OF THE PROBLEM**
   The problem selected for the study is, “A study on the impact of HR Practices on employee attitudinal and behavioral outcomes- Role of POS in ITES Sector in Chennai”

3.6 **SCOPE OF THE STUDY**
   The study is intended to study the impact of HR practices on employee attitudinal and behavioural outcomes in ITES companies. The dependent variable studied are attitudinal and behavioral outcomes and the independent variables are HR practices such as training and developmental opportunities, pay for performance, performance management practices, selection, promotion, career development and decision making. The study is confined to the ITES companies situated in Chennai city.

3.7 **OBJECTIVES OF THE STUDY**
1. To find out the association between HR practices and perceived Organizational Support.
2. To investigate the impact of HR practices on Affective commitment with POS as moderating variable.
3. To investigate the impact of HR practices on Behavioral outcomes with POS as moderating variable.
4. To study the influence of HR practices, POS and demographic variables Gender, Job experience on Attitudinal and Behavioral outcomes of employees.
3.8 **HYPOTHESIS**
1. There is no association between HR practices and POS.
2. There is no significant relationship between HR practices, POS and affective commitment.
3. There is no significant relationship between HR practices, POS and behavioral outcomes.
4. Demographic variables Gender, Job experience, HR practices, POS do not determine attitudinal and behavioral outcomes.

3.9 **TOOLS USED**
The following standard tools were used to measure the variables of the study
1. HR Practices, Perceived organizational support, attitudinal and behavioural outcomes scale by Eisenberger and Rhoades which was adapted and standardized by the investigator.

3.9.1 **HR Practices Scale**
The HR practices scale was constructed and standardized originally by Eisenberger and Rhoades. Later it was adapted and standardized by investigator. The adapted and standardized HR practices scale consists of 56 items to be responded on a five-point scale.

**Scoring**
This HR practices scale consisted of 56 items. The maximum possible score on this scale is 280 and minimum score is 56. One specimen item is given below which explains the way of assessment.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

As shown in the above table scoring is on a five point scale from 1 to 5 for the positive response of Strongly disagree scoring is 1, Disagree is 2, Neutral is 3, Agree is
4. Strongly Agree scoring is 5. The total score of the individual was considered for statistical analysis. Total of 56 items are divided into seven dimensions and are presented in the following table:

Table 3.2
Dimension wise distribution of items of HR practices scale

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Item Nos.</th>
<th>Total Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>1-18</td>
<td>18</td>
</tr>
<tr>
<td>Developmental opportunities</td>
<td>19-23</td>
<td>5</td>
</tr>
<tr>
<td>Pay for performance</td>
<td>24-31</td>
<td>8</td>
</tr>
<tr>
<td>Performance management practices</td>
<td>32-41</td>
<td>10</td>
</tr>
<tr>
<td>Selection</td>
<td>42-48</td>
<td>7</td>
</tr>
<tr>
<td>Promotion and Career</td>
<td>49-53</td>
<td>5</td>
</tr>
<tr>
<td>Decision making</td>
<td>54-56</td>
<td>3</td>
</tr>
</tbody>
</table>

The items are scored as 12345.

Reliability and Validity

After adaptation of the original HR practices scale by investigator, a pilot study was carried out on a random sample of 50 employees. The reliability of the scale was assessed and the reliability coefficient of the HR practices scale was found to be 0.951 (95.1%). All items of the HR practices are found to be significant. The details are presented in the following table:
Table 3.3
Reliability analysis of HR practices scale

<table>
<thead>
<tr>
<th>HR practices</th>
<th>Cronbach alpha Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>0.872</td>
</tr>
<tr>
<td>Developmental opportunities</td>
<td>0.826</td>
</tr>
<tr>
<td>Pay for performance</td>
<td>0.838</td>
</tr>
<tr>
<td>Performance management practices</td>
<td>0.828</td>
</tr>
<tr>
<td>Selection</td>
<td>0.657</td>
</tr>
<tr>
<td>Promotion and Career</td>
<td>0.888</td>
</tr>
<tr>
<td>Decision making</td>
<td>0.808</td>
</tr>
</tbody>
</table>

3.9.2 Perceived Organization Support & Attitudinal Scale

The original perceived organization support and attitudinal scale was constructed and standardized by Eisenberger and Rhoades. Later adapted and standardized by the investigator. The POS scale included nine items and attitudinal scale included twelve items to be responded on a five-point scale.

Scoring:

The POS and attitudinal scale consisted of 21 items. The maximum possible score on this scale is 105 and minimum score is 21. One specimen item is given below which explains the way of assessment.

Table 3.4
Scoring pattern of the POS scale

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

As shown in the above table scoring is on a five point scale from 1 to 5 for the positive response of strongly disagree scoring is 1, Disagree it is 2, Neutral is 3, Agree is 4, Strongly Agree scoring is 5.
Reliability and Validity

After modification of the original POS and attitudinal scale by investigator, a pilot study was carried out on a random sample of 50 employees. The reliability of the scale was assessed and reliability coefficient of the POS scale was found to be 0.757 (75.7%) and attitudinal scale was found to be 0.710.

3.9.3 Behavioral Scale

The original behavioral scale was constructed and standardized by Eisenberger and Rhoades. Later adapted and standardized by the investigator. The behavioral scale included sixteen items to be responded on a five-point scale.

Scoring

The behavioral scale consisted of 16 items. The maximum possible score on this scale is 80 and minimum score is 16. One specimen item is given below which explains the way of assessment.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
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<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

As shown in the above table scoring is on a five point scale from 1 to 5 for the positive response of Strongly disagree scoring is 1, Disagree it is 2, Neutral is 3, Agree is 4, Strongly Agree scoring is 5.

Reliability and Validity

After modification of the original behavioral scale by investigator, a pilot study was carried out on a random sample of 5 respondents. The reliability of the scale was assessed and reliability coefficient of the behavioral scale was found to be 0.803.

3.10 POPULATION AND SAMPLE OF THE STUDY

The population for the study was ITES companies in Chennai having commenced operation at least since 2003 because the study focused on identifying the
impact of HR practices of the ITES companies, which existed at least for three years. Using NASSCOM membership as a measure, the number of ITES companies in Chennai was 103 during the base year of data collection. Taking into account the number of companies as per NASSCOM data, the sample was chosen as 20% of the population. In many of the previous studies, the size of the firm was defined in terms of number of employees (Delery and Doty, 1996; Budhwar and Sparrow, 1997; Harel and Tsafrir, 1999; Paul, 2002). This parameter appears to be quite logical in the case of ITES companies because the key resource is human resource.

The sample consisted of only those companies that were started in 2003 or before and companies that were based in Chennai because it is one of the most preferred destination for ITES Companies. The sample to be collected from each company was decided to be 5% of the employees in the companies under study. It was decided to administer the questionnaire to only those employees who had a minimum of one year of work experience and less than 4 years of work experience in the company. This has been done in order to avoid new employees who had no sufficient information about the HR practices of the company. The behavioral part of questionnaire were given to Team leaders of the particular respondent and the data were collected from them.

Convenience sampling is used in research owing to various reasons. Sackett and Larson (1998) argue that a convenience sample can be relevant for research to the extent that it possesses the essential person and setting characteristics that define membership in the intended target population. It was decided to resort to convenience sampling because it was the feasible alternative to get adequate responses given the stringent criteria for enlisting companies and individual respondents within them. Secondly approval and support of the participating companies for the study was a factor not under the control of the researcher.

3.11 DATA COLLECTION

A total of 927 employees from 20 different ITES companies in Chennai city were approached for data collection. An internal coordinator was identified in each company in order to facilitate the data collection based on the number of employees in each unit. Out of 490 responses collected from 20 companies, 450 responses were
usable ones. The confidentiality of the responses was assured. After collection of data, scores were assigned and systematically pooled for further analysis.

3.12 STATISTICAL ANALYSIS OF DATA

The following statistical techniques were used for analyzing the data as per the objectives of the study stated earlier.

i. Descriptive statistics
ii. Factor analysis
iii. Chi-square analysis
iv. Multiple regression analysis
v. Path analysis

3.13 LIMITATIONS OF THE STUDY

1. The study is confined to the geographical ambit of Chennai city.
2. The study is limited to the ITES companies. The result cannot be generalized to other industries
3. The sample size was not quite large owing to the nature of the study and difficulty in collecting data from the respondents.
4. Selected HR practices were only studied.
5. The data was collected during 2007-2008 before recession and the impact of recession with HR practices were not studied.

The methodology adopted is described in this chapter. The data collected from the different companies of ITES sector in Chennai city are analyzed using appropriate techniques for description and inference. The details of the statistical data analysis are presented in the next chapter.