Chapter 4: Research Methodology

Preamble
This chapter includes details of research process, design and methodology. The chapter starts with definitions of the key terms used in the study. This is followed by the problem statement, objectives, and hypotheses. It details with the sampling and data collection techniques including the data analysis methods. It also explains the term ‘E-recruitment’ for this study. It also explains the methods that are carried out with the help of exploratory and confirmatory factor analysis. The focus while choosing the research design and methods was to achieve the research objectives in the best possible manner within the scope of the study and limitations.

4.1 Operational Definitions of key terms

- **Recruitment**
Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Recruitment is the activity that links the employers and the job seekers.

According to Wikipedia, Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates to one or more jobs within an organization, either permanent or temporary. The term may sometimes be defined as incorporating activities which take place ahead of attracting people, such as defining the job requirements and person specification, as well as after the individual has joined the organisation, such as induction and on boarding. Recruitment can also refer to processes involved in choosing individuals for unpaid positions, such as voluntary roles or training programmes.

- **E-recruitment**
The E-recruitment is widely used method of recruitment now-a-day, aiming to cutting cost and reducing time of recruitment process. An e-recruitment is a method of recruitment, which is done online. E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel. The purpose of e-recruitment is to make the processes involved more efficient and effective,
as well as less expensive. Online recruitment can reach a larger pool of potential employees and facilitate the selection process.

Wikipedia says ‘E-recruitment’ or online recruitment is the process of personnel recruitment using electronic resources, in particular the internet. Companies and recruitment agents have moved much of their recruitment process online so as to improve the speed by which candidates can be matched with live vacancies. Using database technologies, and online job advertising boards and search engines, employers can now fill posts in a fraction of the time previously possible.

- India

India, officially the Republic of India, is a country in South Asia. India is a union of 29 states and 7 union territories. As of 2011, with an estimated population of 1.21 billion, India is the world's second most populous country after the People's Republic of China. India occupies 2.4 percent of the world's land surface area and is home to 17.5 percent of the world's population.

It is the country by geographical area, and the most populous democracy in the world (Ministry of Home Affairs, 2011). The country is bounded by the on the south, the Arabian Sea on the south-west, and the on the south-east, it shares land borders with to the west, China, Nepal, and Bhutan to the north-east and Burma and Bangladesh to the east. In the Indian Ocean, India is in the neighborhood of Sri Lanka and the in addition to India's Andaman and Nicobar Islands share a maritime border with Thailand and Indonesia (National Informatics Centre, 2005).
Uttar Pradesh

Uttar Pradesh, the state of numerous historical monuments is one of the states adjoined to Delhi. Uttar Pradesh is a state located in northern India. It was created on 1 April 1937 as the United Provinces, and was renamed Uttar Pradesh in 1950. Lucknow is the administrative capital of Uttar Pradesh.

Ghaziabad, Kanpur, Moradabad, Aligarh, Agra, Bareilly, and Varanasi are known for their industrial importance in the state as well as in India. On 9 November 2000, a new state, Uttarakhand, was carved out from the mountainous Himalayan region of Uttar Pradesh.
The state is bordered by Rajasthan to the west, Haryana and Delhi to the northwest, Uttarakhand and the country of Nepal to the north, Bihar to the east, and Jharkhand to the southeast, Chhattisgarh to the south and Madhya Pradesh to the southwest. It covers 93,933 square miles (243,290 km²), equal to 6.88% of the total area of India, and is the fourth largest Indian state by area. With over 200 million inhabitants in 2011, it is the most populous state in the country as well as the most populous country subdivision in the world. Hindi is the official and most widely spoken language in its 75 districts. Uttar Pradesh is the fourth largest Indian state by economy, with a GDP of ₹7080 billion (US$120 billion).

Uttar Pradesh was home to powerful empires of ancient and medieval India, including Magadha, Nanda, Mauryan, Sunga, Kushan, Gupta, Gurjara, Rashtrakuta, Pala and Mughal which many say was improved by the Nawabs of Awadh. The two major rivers of the state, the Ganga and Yamuna, join at Allahabad and then flow as the Ganga further east. The state has several historical, natural, and religious tourist destinations, such as the Taj Mahal, Varanasi, Piprahwa, Kaushambi, Kanpur, Ballia, Sharvasti, Kushinagar, Budaun, Jhansi, Lucknow, Chitrakoot, Allahabad, Meerut and Mathura.

Figure 4.2: Map of Uttar Pradesh
The city, according to 2011 Census data, has grown at a rate of 25.36%, slowing down in comparison to its earlier growth rate of 34.53% in 2001. Despite attaining the top honours on the population front, Lucknow is ranked third on the population density parameter. In a comparative analysis of districts with the highest numbers of young children, young population of Lucknow accounts for only 11.37% of the district's total population.
4.2 The Problem

To know the problem and its nature is a primary function of a research. To understand the real situation and its impact, it enables a researcher to make meaningful contributions to society. In this study, recruitment methods are to be judged with special emphasis on e-recruitment. Since traditional methods of recruitment have been in practice for decades, it is necessary to know the role and impact of e-recruitment on human resource supply chain management. Traditional recruitment had many limitations where finding a right candidate was confined to a limited area, or a location for a particular job opening. Owing to its limitations, other methods have also been explored and found out time to time but traditional method was always a part of human resource management.

The study undertaken looks at the issue from emerging markets perspective by focusing exclusively on Indian hospitality and healthcare services. The major objective of this research is to empirically examine the impact of e-recruitment on quality of applicants, cost and time taken for employee acquisition, wider choice of talent, and employee job search behaviour. With the invention of information technology (IT), the reach has broadened and it has resulted into an evolution in almost every sector including service industry. It came with many opportunities. The e-recruitment was such an effort which changed the ways of selection in any organization. However, it is not enough to be satisfied that it has changed the ways of selection. The following questions may rise:

- Is e-recruitment easy to use and implement?
- Is e-recruitment facilitating employers and employees?
- Is e-recruitment popular among job seekers?
- Is e-recruitment playing an important role among other methods in service industry?
4.3 Objectives

The service industry occupies an essential position in the Indian economy and is one of the fastest growing industries in the country. The main concern of this study is to find out the role of e-recruitment on human resource supply chain management in Lucknow. It is also believed that the popularity of e-recruitment amongst recruitment sources are increasing day by day as per several precious researches and reports by several news articles and information broadcasted on air. Hence the study conducted would help me understand the role and effectiveness of e-recruitment on human resource supply chain management. It also required that how much impact does e-recruitment have on employers and employees? What source(s) plays an important role in guiding for recruitment? The study is focused on achievement of following five objectives:

1. To assess the impact of e-recruitment in terms of quality of the applicants.
2. To study the impact of e-recruitment on cost and time taken for employee acquisition.
3. To analyze the impact of e-recruitment in providing a wider choice of talent.
4. To analyze the impact of e-recruitment on employee job search behaviour.
5. To develop a model on HRSCM with a decision-support capability in an Internet environment.

Therefore, the prime objective of this research aims at identifying the “Impact of e-recruitment”. The analysis of the study would also consider significant influencing factors and the changing attitude of companies towards it. The result of previous study and research is considered for the analysis of various important aspects of e-recruitment.
4.4.1 Research Design

The study uses a descriptive research design. In this study, both quantitative and qualitative research paradigm are e-recruiters as well as online job seekers. Quantitative research is concerned with the numerical presentation of data. This research paradigm is considered an empirical means of scientific research (Goodwin, 2008). The quantitative paradigm has become increasingly popular in psychological research in recent years (Heppner and Heppner, 2004; Goodwin, 2008). On the other hand, the qualitative paradigm deals with themes that arise out of data, and data collection methods such as interviews, case study reports, and observational studies (Heppner et al., 1999). The quantitative approach is concerned with the generalizations of the results from the sample group to the population as a whole (Happner et al., 1999). The use of the statistics is employed to achieve the result. The techniques used in the quantitative paradigm are descriptive and inferential statistics (Dyer, 1995). Descriptive statistics reduces a large quantity of data into information that is more comprehended (Goodwin, 2008). Thus, the objective of the descriptive statistics is to summarize data into manageable information. Inferential statistics is used to generalize the data from a sample group into the population as a whole (Gravetter & Forzano, 2003).
4.4.2 Survey Design
The research design used in the study is descriptive research design. Survey is conducted to assess variables. In addition, interviews are also conducted to get the insight of the phenomenon. Surveys are generally used to develop an accurate description of a particular variable (Morgan, 2008). In this research, survey is conducted to explore the relationship between the factors affecting e-recruiters and factors affecting job seekers. To achieve the objective, correlation research is employed to the data.
4.5. Hypotheses

Hypotheses deal with the expected results to be obtained from a research inquiry. Hypotheses are generally based upon a scientific theory, allowing for both prediction and testability (Goodwin, 2008). The various major and sub hypotheses of study are listed below:

\(Ho1: \) There is no significant difference on the impact of effectiveness of e-recruitment with respect to socio-demographic factor.

- \(Ho1a: \) There is no difference in the quantum of effectiveness of e-recruitment among respondents belonging to various age-groups
- \(Ho1b: \) There is no difference in quantum of effectiveness of e-recruitment among groups of different educational background.
- \(Ho1c: \) There is no difference in quantum of effectiveness of e-recruitment between male and female.
- \(Ho1d: \) There is no difference in quantum of effectiveness of e-recruitment among HR personnel as per experience.

\(Ho2: \) There is no impact of e-recruitment on cost and time saving.

\(Ho3: \) There is no positive effectiveness of e-recruitment on exploring quality candidates.

\(Ho4: \) There is no correlation between cost & time and different methods of recruitment.

\(Ho5: \) There is no positive impact and effectiveness of e-recruitment on finding (exposure) suitable candidates.
4.6 Sample, Universe, Data Collection Methods, and Instruments

This section discusses about the participants of sample in details. It also includes the description of places where data was collected from and finally instruments used for the study and administration procedure of the instruments.

4.6.1 The Sample

The sample of this study was collected from participants of age group 20-50 (N=426). The sample was taken from hospitality and healthcare industry consisting of different size. As per the literature review, size is measured in terms of the number of people employed by the company (Steward and Knowles, 2000). Respondents included employees, HR managers of the organisations and other senior managers to check different aspects of e-recruitment and its impact on human resource supply chain management in terms of various sources. In the present study, data was collected from the organisations located in Uttar Pradesh and National Capital Region (NCR) of India.

Organisations with sound financial position and systematic HR policy were chosen for collecting the data. Employees of such organisations who were the individuals from the same organizations working at the level of 0-15 years of experience were approached. There was a majority of internet who participated in this research.

The sample was selected based on non-probability sampling. In non-probability sampling, there is not any accurate probability of selecting a particular individual (Morgan, 2008). For this reason, this sampling method is considered a biased method of sample selecting, as there is always a risk of selecting a biased sample (Gravetter & Forzano, 2003).

Despite this demerit, this sampling method has an advantage. The strength of the method is that it reduces the requirement of having to specify the entire population. The
use of this sampling technique is acceptable when the representativeness of the sample from the population is not a significant factor. In non-probability sampling technique, the sampling method used in this study is convenience sampling. In convenience sampling, the sample is selected on the basis of the convenience of the participant and the researcher. Therefore, the respondents who were available and willing to participate in the study were selected for the survey. This is again a biased approach. However, despite the limitation, convenience sampling allows for the attainment of a large sample of data in a short of time (Dyer, 1995; Gravetter et al., 2003).

**DESCRIPTION OF ORGANISATIONS**

![Organisations Diagram](image)

Respondents were identified and approached in companies who had with at least two years of experience with the organisation and fulfilling other criteria as specified earlier. Though, this condition was waived off for HR managers as they were the appropriate persons to give desired information. This was done to ensure informed view about the e-recruitment and its impact on human resource supply chain management.
practices of an organisation reflected in their responses. Distribution of different types of respondents is given below (refer to below given table).

**DESCRIPTION OF SAMPLE CATEGORY**

<table>
<thead>
<tr>
<th>Sample Category</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Managers/Professionals</td>
<td>138</td>
</tr>
<tr>
<td>General/ Entrepreneurs/Senior Functional Managers</td>
<td>96</td>
</tr>
<tr>
<td>Trainee Employees</td>
<td>192</td>
</tr>
</tbody>
</table>

**4.6.2.1 Data Collection Work**

For the present study of the research, various sources were identified to achieve the objectives of the research. Well questionnaires were filled by identified respondents in person by visiting offices of various selected organisations during the period corresponding to November 2013 to May 2014. Clarifications required by the respondents were addressed in person. For the achievement of the objectives of the data collection, pilot study was done before final circulation of questionnaires.
4.6.2.2: PILOT STUDY

A pilot study was performed for all the three questionnaires on a sample of 100 respondents. A pilot, or feasibility study, is a small experiment designed to test logistics and gather information prior to a larger study, in order to improve the latter’s quality and efficiency. A pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these can then be addressed before time and resources are expended on large scale studies. For the purpose of the present study, the questionnaire was pre tested on a sample of 100 respondents. These respondents did not form a part of the sample of the main study. The aim of pre-testing was:

(i) To ascertain the time required to complete the questionnaire
(ii) To check the adequacy of response categories formulated and
(iii) To check the overall appropriateness of the questions.

The questionnaire was discussed with respondents as well. Thereafter, the same sample was approached after three months to establish the consistency of the questionnaire.

The questionnaire was also validated by conducting factor analysis and appropriate parameters were identified.

Different locations were chosen for collecting the data in the study. Hundreds of companies were come within reach of this research. 862 employees of those companies were approached. Out of them, 437 respondents responded positively. Questionnaires were given to 841 HR executives and manager for the research purpose. Almost all questionnaires were screened several times and ample amount of time was given to all respondents as per their convenience within the stipulated time of the research. After continued persuasion and reminder, only 507 respondents returned the questionnaire.

Out of these returned questionnaires, 81 questionnaires were either incomplete or invalid. Thus, a total of 426 responses were found valid and correct in all respect. Therefore, the response rate of research study is 50.65% only. The low response rate is probably due to compliance and the company policy. Also, there are a set of personal information, which might discourage the respondents to participate in the study. The non-response rate of the respondents approached is one of the most important reasons to choose non-probability sampling and convenience sampling.
4.6.3 Universe

As described earlier, the data was collected from across Uttar Pradesh and National Capital Region (NCR) of India. The data was collected from 47 companies of different locations across the said region.

However, due care has been taken in selecting the sample to ensure that the sample represents the population. The data has been collected through various sources viz. Facebook, LinkedIn, direct and indirect familiar and friends and relative etc. Some of data were also sourced from companies visited to engineering colleges and management schools. The data was collected between November 2013 and May 2014.

**Table 4.1: Data Collection from different places**

<table>
<thead>
<tr>
<th>Different Locations of Data collection (Uttar Pradesh &amp; NCR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LUCKNOW</td>
</tr>
</tbody>
</table>

The above table 4.1 shows majority of important places from where the data gathered. The majority of data was collected from Delhi and National Capital Region. The place was followed by the other important places viz. Lucknow. Delhi, the capital of India, has companies of small and big size in abundant number. National Capital Region is also having good number of companies. Big international brand like Thomas Cook is also located at Delhi-Faridabad Road in Delhi. Delhi is surrounded by many hospitality and healthcare companies.
4.6.4 Instruments

4.6.4.1 SURVEY QUESTIONNAIRE A: PERCEIVED QUALITY OF EMPLOYEES AND WIDER CHOICE THROUGH E-RECRUITMENT

The subjects were instructed that below are given some statements related to e-recruitment and perceived quality of employees and wider choice through e-recruitment. Choosing an appropriate option indicate to what extent you are in agreement with them; (1) Strongly Disagree, (2) Disagree, (0) Neutral, (3) Agree, (4) Strongly Agree. Subjects took approximately fifteen to twenty minutes to complete the questionnaire.

Table 4.3: Reliability Scale

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Mean</th>
<th>Variance</th>
<th>Standard Deviation</th>
<th>Reliability Coefficient (Alpha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Questionnaire: A - Part (a)</td>
<td>43.7350</td>
<td>41.261</td>
<td>6.4234</td>
<td>.711</td>
</tr>
<tr>
<td>Survey Questionnaire: A - Part (b)</td>
<td>30.6333</td>
<td>19.275</td>
<td>4.3903</td>
<td>.916</td>
</tr>
<tr>
<td>Survey Questionnaire: A - Part (c)</td>
<td>59.3077</td>
<td>61.231</td>
<td>7.8250</td>
<td>.821</td>
</tr>
<tr>
<td>Survey Questionnaire: B - Part (a)</td>
<td>30.4800</td>
<td>18.622</td>
<td>4.3153</td>
<td>.789</td>
</tr>
<tr>
<td>Survey Questionnaire: B - Part (b)</td>
<td>19.2333</td>
<td>9.633</td>
<td>3.1037</td>
<td>.756</td>
</tr>
</tbody>
</table>

4.6.4.2 SURVEY QUESTIONNAIRE B: RESOURCES UTILIZED FOR ERECRUITMENT.

The subjects were instructed that ‘below are given some statements related to resources utilized for e-recruitment practices in your organisation. Choosing an appropriate option indicate the cost and time involved in recruiting practices in your organisation; (1) Very High, (2) High, (0) Neutral, (3) Low, (4) Very Low.’ Subjects took approximately ten to fifteen minutes to complete the questionnaire.
4.6.4.3 SURVEY QUESTIONNAIRE C: EMPLOYEE JOB SEARCH BEHAVIOUR

The subjects were instructed to kindly go through each item with five alternatives and tick the most appropriate one only. Subjects could refer to any of the data available with them as the questionnaire pertained to collection of factual information about recruiting practices in organisation.
4.7.1 RESEARCH TECHNIQUES: AN OVERVIEW OF THE FACTOR ANALYSIS AND MULTIPLE LINEAR REGRESSION ANALYSIS

A two-step multivariate procedure is employed where the data is first subjected to a Factor Analysis and then Multiple Linear Regression is performed on extracted factors. Factor Analysis is the technique which is primarily used for data reduction or structure detection. The purpose of data reduction is to remove redundant (highly correlated) variables from the data and replacing with a smaller number of uncorrelated variables. The purpose of structure detection is to examine the underlying (or latent) relationships between the variables.

Factor analysis provides a set of “latent” dimensions or factors from observable variables. It also facilitates the need for a simultaneous investigation of alternative theories because the chosen set of factors represents combinations of several variables that may be interrelated.

Furthermore; the use of factor analysis overcomes some of the problems associated with traditional regression analysis, especially multicollinearity. Factor analysis tries to simplify complex and diverse relationships that exist among a set of observed variables by uncovering common dimensions of factors that link together seemingly unrelated variables and consequently provides insight into underlying structure of data.

Factor analysis has been carried out through the use of SPPS 20 software. Factor analysis simplifies the complex and diverse relationship among variables by uncovering the common dimensions that link them together, thus providing insight into the structure of the data. The technique of Principal Component analysis has been used to extract factors. The basic principal is to seek orthogonal; linear composites of the original variables whose scores display maximal variance. That is, the observable variables are grouped into factors based on their correlations (or associations). Variables that are highly correlated are formed into a factor with the condition that this factor is not related to the second factor and so on. The Factors also exhibit maximum sequential variance in that the first factor accounts for highest amount of variance, the second factor accounts for second highest, and so on. To improve the interpretation of the results from factor analysis, a subsequent orthogonal rotation is performed to obtain
a simple structure. This reduces the problem associated with too many variables loadings on more than one factor. The simple structure is obtained through Varimax orthogonal transformation.
4.7.2 FACTOR IDENTIFICATION AND SELECTION

Generally, the identification of the factors is determined by the factor loadings, and the relationship of the factor with the variable is based on the signs of factor loadings. A factor loading is simply the correlation of an original variable with factor. As suggested by Dillon and Goldstein, variables with factor loadings greater than absolute value of 0.30 or more are considered significant and thus used in labelling of factors. The present study has interpreted the factors loaded by variables having significant loadings of magnitudes of 0.40 and above.

The Scree plot method has also been used. In scree plot method, eigen values are plotted in a descending order against the number of factors. The eigen value represents the variance explained by each factor and is equal to the sum of squared loadings.

Questionnaire Aa (Perceived quality of employees and wider choice through e-recruitment – E-recruitment), Questionnaire Ab (Perceived quality of employees and wider choice through e-recruitment - Quality), Questionnaire Ac (Perceived quality of employees and wider choice through e-recruitment - Wider choice), Questionnaire Ba (Resources Utilized for e-recruitment- Cost), Questionnaire Bb (Resources Utilized for e-recruitment - Time) are separately treated for extraction purpose.

Categorization of the key determinants of e-recruitment, quality, cost, time, and wider choice through Factor analysis has been done on the basis of data collected during the pilot study; the following key variables have been identified.

Factors of E-recruitment

F1 = Advantage of e-recruitment  
F2 = Effectiveness of e-recruitment  
F3 = Information through e-recruitment  
F4 = Efficiency of e-recruitment

Factors of Quality

F1 = Suitability of Candidates  
F2 = Talented Database  
F3 = Targeting Right People

Factors of Cost
F1 = Annual Cost
F2 = External Cost

**Factors of Time**
F1 = Overall Time
F2 = Processing Applications Time
F3 = Recruitment Cycle Time

**Factors of Wider Choice**
F1 = Wider Choice for Entrants
F2 = Wider Choice for International Candidates
F3 = Accessibility of Candidates
F4 = Qualified Pool

Once the factors have been extracted the next step involves the estimation of the relationship between the extracted factors and the E-recruitment dimensions. Since the factors are derived through orthogonal transformations, there are no multicollinearity problems.

The relationship between dimensions of quality, cost, time and wider choice and dimensions obtained for e-recruitment was estimated using regression analysis with dummy variables. Where, Suitability of Candidates, Talented database, Targeting right people, Annual Cost, External Cost, Overall Time, Processing Applications Time, Recruitment Cycle Time, Wider Choice for Entrants, Wider Choice for International Candidates, Accessibility of candidates, Qualified Pool are dependent variables and Advantage, Effectiveness, Information and Efficiency are independent variables.

\[ Y = \text{E-recruitment (Advantage, Efficiency, Information, Effectiveness)} \]
\[ X1 = \text{Suitability of Candidates} \]
\[ X2 = \text{Talented Database} \]
\[ X3 = \text{Targeting Right People} \]
\[ X4 = \text{Annual Cost} \]
\[ X5 = \text{External Cost} \]
\[ X6 = \text{Overall Time} \]
X7 = Processing Applications Time
X8 = Recruitment Cycle Time
X9 = Wider Choice for Entrants
X10 = Wider Choice for International Candidates
X11 = Accessibility of Candidates
X12 = Qualified Pool

The dummy variable has been used to take care of the levels to be tested. The dummy variable measures the two opposite options at three levels. Value 1 means the practice coincides with that and value 0 means the opposite case. For the present study, for sector the dummy variable has taken the value 1 for Hospitality services and 0 for Healthcare services. Similarly for organization size the dummy variable takes the value 1 for large size and 0 for small size. For respondent category the dummy variable has taken the value 1 for HR Managers and 0 for employees.
4.7.3 MULTIPLE ANALYSES OF VARIANCE
Another technique used for the study was Multiple Analysis of Variance (MANOVA) that is similar to analysis of variance (ANOVA). MANOVA is used when the design involves more than one dependent variable. The technique is used to explore the effects of one or more independent variables. Advantage, effectiveness, information and efficiency are the dependent variables and sector, organizational size and respondent category are the fixed factors for the present study. MANOVA allows us not only to look at the effect of different independent variables and see if these interact; it also tells us if there is any relationship between the different dependent variable. Because all of these are analysed simultaneously, MANOVA can check whether the different levels of the factors not only differ from one another on one dependent variable but whether they differ along a combination of several dependent variables.
It does this by creating a new dependent variable which is the linear combination of each of the original dependent variable. It also tells whether the mean differences among groups on the combined dependent variable are larger than the expected by chance.

MANOVA has been carried out through the use of SPPS 20 software. While performing MANOVA there is a possibility of committing Type I error, therefore one way of avoiding is to apply a Bonferroni correction. Normally, a result is regarded as “significant” if the $p$ value is less than .05. Our design involves four dependent variables, therefore we apply the following corrections: $.05 \div 4 = .013$, and for our result to be significant $p$ now has to be less than .013. So, .05 is divided by the number of dependent variable in the study.

This chapter concentrated on the research methodology used in the present study. In next chapter findings of the study and discussion about their implications is presented.