4th Chapter

- Deals with the methodology adopted for the research with a description of the data sources used for the study. It also covers the way in which data was collected, tabulated and analysed.

Research Methodology

After the review of literature about the various factors of employee turnover, a need is felt to identify the reasons of attrition according to both the employers and the employees. Considering the type of research it was decided to collect the primary information from the employees and the managers working in the IT and BPO sectors. However, as the information collection would not be sufficient to draw conclusions, secondary sources were also used.

The method used to do the research was both qualitative and quantitative. There is already a lot of information available relevant to the objectives. Number of researches are done to ascertain the factors responsible for employee turnover in various sectors. Although not many researches were regarding the employee turnover in IT and BPO sector, the information is useful and helped in planning the quantitative data collection as certain variables are common in IT, BPO and other sectors.

Data Sources

The findings of the study are based on the data collected from two sources, viz: primary sources and secondary sources.

Primary sources – This includes the opinion of employees working in IT/ITES and BPO sector and their Human Resource managers. Data was collected through observation, face to face or telephonic interview and through questionnaires.
The information was primarily collected through a set of two questionnaires. One questionnaire was made for probing information from employees and another questionnaire was made to seek information from managers (see annexure). The employee contained in it about 49 questions and the manager questionnaire contained about 28 questions. However, at the time of tabulation and data analysis a few questions were removed for reasons such as wherever the questions seemed to be reinforcing a point already collected through earlier question or where many of the respondents did not answer.

Before the designing of the questionnaire, personal interviews with some employees working in the IT and ITeS sector were conducted. From the inputs given by the employees working in the above said sectors the questions for the questionnaires were framed.

**Secondary sources** – Information was also collected through secondary sources. There is no dearth of information in the secondary sources. Abundant of data or information is available both in online mode and in the print format. Due to the fact that many universities requiring the students to upload their research work online, the data is available easily.

The secondary sources of the research include the earlier research works done in the relevant area, research articles published in journals, news articles regarding the subject published in prominent dailies, the websites of trade bodies like NASSCOM, the websites of government departments, the websites of the big companies in the IT/ITeS and BPO sector, the Economic Survey published by the Govt. of India, the prospectus and other accessible documents of the companies.

The information through secondary sources which was previously available in libraries is now available on internet making it easier to use the information for research purpose. Many websites were used to collect information relevant to the research question and objectives (see bibliography).

Apart from internet books written on the topic, edited works of various authors, newspaper articles, opinions of writers etc. was used to do justice with the topic.
Data Collection Methods

Data collection for the research was done both from primary sources as well as secondary sources. The availability of existing literature was online and offline helped a lot in making the primary research more relevant. Due to advent and wide spread of information technology a lot of research information is available on internet.

The primary sources were explored by interacting with the concerned people through personal interviews and a structured questionnaire. Due to difficulty in meeting the employees and managers personally, the medium of internet was adopted for data collection.

Questions were specifically framed to elicit a broader picture about factors responsible for the employee turnover. Furthermore the questions were also to extract information on issues related to retention of the employees and the results of the retention strategies made by the organisation. The information entered by the respondents in the online form got automatically recorded in MS-Excel format, making it easier to tabulate, analyse and interpret.

Secondary data was collected through review of journals, websites and other related research work done in the field, apart from standard books written on the subject. As mentioned in the paragraphs preceding paragraphs, the secondary data was largely collected through internet. The availability of books on the web has made the reference of books easier.

Research Samples

Due to the vast size of the population, which runs into lakhs of employees and tens of thousands of managers, the research was done using a sample. The population is very diverse in terms of demographics due to high demand of labour.
A random sampling technique was used. The employee’s questionnaire was sent to more than a thousand employees by using the Google forms option. (See annexure for link) and the managers questionnaire was sent to more than a hundred managers through the Google form option (see annexure for link).

The email ids of the employees and managers working in IT, ITeS and BPO companies were taken from various forums like Career Guidance Council, an NGO of professionals operating from various cities in South India, National Human Resource Development Network database etc.

A total of 200 responses from employees were taken for arriving at conclusions, and a total of 50 responses from managers were taken.

**Description of data gathering instruments**

As mentioned above, two questionnaires were used for collecting data from the respondents, as the respondents were of two types, i.e. employees and managers. The questionnaire for employees contained it 49 questions that dealt with various aspects of the job, employees opinion about various dimensions within their organisations, their satisfaction level portioning to the various dimensions of their jobs. A few of the dimensions on which the questions were designed includes but not limited to selection procedures in their companies, the various HR procedures, their opinion about the working conditions within their companies, the various aspects of job which lead to quality of work life of them, work hour options and leaves they can avail, the fringe benefits they get, their opinion about the factors leading to employee turnover according to them, the facilities they get in their organisation, the type and quality of relationship they share with their colleagues and their managers, the level of involvement they experience in their organisation, the recognition they get for their work and performance, training, development of employees. Apart from these the employees were asked to rate their satisfaction level to various aspects of their job they are experiencing.
The questionnaire used to collect information from managers included 28 questions and they were related to the points mentioned above regarding the employee’s questionnaire. The questions focused on the opinion of the manager regarding various dimensions for their work and other related aspects.

**Tools and techniques of data collection**

As mentioned above data collection for primary sources was done through a set of two questionnaires one for employees and one for managers. The questions were made both in soft and hard format. The soft format of the questionnaire was made using the Google forms option available in [www.google.com](http://www.google.com). The forms were sent by mail to various respondents who filled the questionnaire and submitted the same.

**Statistical tools used for Data Analysis**

After the field work the data collected from the primary and secondary sources is consolidated, tabulated, analysed and interpreted. The data is presented using graphs, charts and table in the final report.

For the purpose of analysing the data, statistical methods and samples are used. Mean and Median was used to find out weightages and percentages on responses received. Tools like graphs, tables and percentage method are adequately applied for better comprehension and analysis.

The data collected was tabulated using MS Excel application. The data was analysed using statistical tools and procedures. For the purpose of accuracy in arriving at the findings and conclusions from the data collected, required help of experts in statistics was taken. The data was analysed using statistical techniques like correlation and Chi-square. Wherever needed simple techniques like mean and average was also applied.
The correlation was used to relate the factors responsible for employee turnover with attrition. The chi-square was applied to find out whether a given factor is really affecting the employee turnover or retention.

For the sake of making the calculations more accurate, the software package available for the purpose, SPSS, was used.

The findings arrived through the statistical techniques were neatly presented by using tables, graphs, pie-charts, etc., wherever relevant.