CHAPTER 3

RESEARCH

METHODOLOGY
This chapter details an understanding of the rationale for conducting this research with specific relation to Indian Generation Y employees. It discusses the research questions and objectives of the research while detailing the theoretical framework relating to the constructs of the study and the base on which the research work hypothesizes relationships amongst the varied constructs of the study. The chapter also proposes a theoretical model to give a clear understanding of how the constructs relate to each other and how any change in one construct can impact the relationship in the model.

The chapter further details the Pilot Survey conducted on a limited sample population to finalize the research objectives, hypothesis and major factors that have an impact on the Work Values of Gen Y employees. The final part of this chapter discusses the Main Survey and the methodology that was used in designing the Survey Instrument, Selecting the Sample Population and the Process adopted for conducting the survey. It also outlines the limitations of the study wherein the researcher has attempted to outline factors that were outside the purview of the current research work and how the limitations might have had an impact on the concerned work.

The chapter has been divided into following sections.

3.1 Rationale and Significance of the study

3.2 Research questions

3.3 Research Objectives

3.4 Research Outline

3.5 Conceptual Framework and Formulation of Hypothesis

3.6 Sampling

3.7 Pilot Survey

3.8 Main Survey

3.9 Limitations of the study
3.1 Rationale and Significance of the study

The working population of India, as per Census Report 2011 in the age group 15-59 years comprises 56.9% of the entire population\(^1\), of which almost half comprises youth in the age group 15-24 years (UNESCO definition)\(^2\). It is estimated by UNESCO that while the current world youth population stands at 1.2 billion (that is 18% of world population), it shall increase by almost 72 million by year 2025. This in itself poses a great challenge for organizations, as this burgeoning young population is slated to enter and infiltrate the workforce of today and tomorrow posing several challenges in terms of their values, attitudes and perceptions impacting expectations from workplace. The challenge broadens in the context of a country like India, where almost half of India’s working population that is around 362 million is below the age of 25 (CRISIL 2010 Skilling Report) and about 66% population is believed to be under 35 years (ILO, 2012). This number shall only increase with the population figures making India one of the youngest countries of the world. However the questions that arises and needs to be dwelt upon is related to whether Indian organizations are prepared for this challenge or have potentially worked on the aspect of managing the expectations of a Young workforce (Gen Y). Literature review and previous studies done in the context of Indian organizations highlight that while a lot of studies have been initiated and conducted in the cultural context, leadership and work values\(^3\), almost minimal research has been initiated in the context of generational perspectives; whether multi-generational or with focus on a particular generational cohort.

While academicians have argued over similarities in generational cohorts\(^4\) (Kyles, 2006) (Cennamo and Gardener, 2007) (McGuire et al., 2008), stating that it isn’t always necessary for the entire cohort population to demonstrate similar values and preferences; they are unanimous about the aspect of similarities across a major population section of corresponding generational cohorts related to values, attitudes, preferences and work styles. Which means that if the majority population of a particular generation shares similar work values and preferences regarding work setting and characteristics, then it is bound to impact their expectations from the workplace in turn impacting organizational practices (specifically HRM practices) in managing and engaging such a new age workforce.

Plethora of research has been conducted on generational cohorts and their differences impacting organizational performance through an impact on HR practices, but in the context of US, UK or Canada. There exists a dearth of research in relation to developing economies,
specifically the Asian countries where even the work values are highly differentiable in a cross-cultural context. This is surprising given that with increase in life expectancy almost 3 generations (Baby Boomers, Generation X and Generation Y) are working alongside in the work domain across major Indian organizations. Another aspect wherein there exists research lacunae relating to generational differences stems from the aspect of understanding Generation categorization in the context of India, wherein the political, social or economical events that shape such cohorts might have been quite different from the western countries. Events and learning experiences that shape the attitudes, values and perceptions of generational cohorts may vary across regions or in the micro aspect even across countries. Given these parameters more focus is needed to understand how does generational categorization happen in India and does there exist any similarities amongst generational cohorts in western countries and India. However at this level this aspect remains outside the scope of the current research study.

Various research studies in the context of understanding specific characteristics of GEN Y (working population) have identified this cohort as being impatient, non-confirmative, thriving on connectivity, speed, flexibility and a desire to challenge and excel in their respective domains through collaboration and team work (Deloitte Survey 2005, Deloitte and IABC Report 2008, Haworth Report 2010). Indian GEN Y has been characterized as tech-savvy, entrepreneurial, ambitious, optimistic and ready to walk the extra mile for achieving their dreams and goals (Haworth, iDea and Johnson Controls Report, 2010).

The researcher intended to conduct a study through identification of this particular Research Gap, wherein there has been a lack of focus on generational studies in India relating work values, attitudes and work preferences of a particular generation to organizational practices. The researcher intended to conduct research study specifically on GEN Y employees in the age group 19-29 years comprising the burgeoning young working population of India. The researcher aimed to understand the work values of GEN Y employees and their related expectations (Perceived Organizational Support) from workplace in terms of intrinsic, extrinsic, status, freedom and social values (Cennamo and Gardener, 2007). This research study was aimed at finding the relationships between work values and employee behavior, attitudes and outcomes through perceived organizational support, with specific focus on Indian Generation Y employees across varied sectors in relation to the city of Pune.
3.2 Research Questions

The study has looked into the following research questions, with an attempt to understand the antecedents and consequences of Perceived Organizational Support with relation to the same being impacted by Work values and its (POS) moderating effect on Job attitudes, as per the study objectives.

1. How does Generational Difference affect Work Values of Indian Employees, specifically in the context of Generation Y employees?

2. Can Work Values impact the perception of Organizational Support amongst Indian Generation Y employees?

3. Can Work Values moderated by Perceived Organization Support have an impact on Job Attitudes and Employee Behavioral Outcomes?

3.3 Research Objectives

There is dearth of research linking HR practices to organizational performance and employee outcomes (Guest 1997); more so the aspect of work value and its impact on employee’s perception related to organizational support has not received systematic review and attention. Perceived Organizational Support (POS) in relation to Work Values has not been explored as a model in the Indian context, more so with relation to particularly demanding cohort as Generation Y employees.

The objectives of this research thus were to:

- To understand if Gen Y employees significantly differ on their perception of work values (extrinsic, intrinsic, status, social, and freedom).
- To understand if the aspect of differing work values amongst this generation (Gen Y) employees impact the aspect of Perceived Organizational support (POS) and Affective Commitment.
- To understand if the aspect of Work Values mediated by Perceived Organizational Support has an impact on Job Attitudes of Affective Organizational Commitment and
Felt Obligation, further impacting employee outcomes related to Job Satisfaction and Turnover Intention (Intention to leave).

3.4 Research Outline

Research requires outlining a clear understanding of how the research intends to proceed with a framework of conducting the research work. Hence the researcher created a basic outline as below:

1. Outline a Conceptual Framework from review of existing literature and formulate the constructs of POS and Work Values in the Indian context, that maybe applicable in the context of Indian Gen Y employees.

2. Formulation of a proposed conceptual relationship framework model and outline proposed Hypothesis based on the proposed conceptual model.

3. Operationalize the constructs through designing of a research instrument adapted from standardized instrument with specific application for Indian Generation Y employees for primary data collection.

4. Analyze and draw inference from the data and its interpretation to avail a better understanding of the Work Values of Indian Gen Y employees and its relation to the aspect of Perceived Organizational Support with an attempt to link the mediating effects of POS to Job Attitude variables like Affective Commitment, Felt Obligation, Job Satisfaction and Turnover Intention.

5. Specify implications of the study with relation to impact of Perceived Organizational Support on Indian Generation Y employees and how the findings of the research can be invaluable for various stakeholders related to this generational cohort.

3.5 Conceptual Framework and Formulation of Hypothesis

3.5.1 Relationship between Generation Y Work Values, Perceived Organizational Support, Felt Obligation and Affective Commitment

Research on work values outline ‘Values’ as certain standard criteria’s which help guiding an individual’s life or in the process of choosing his/her goals for life, remaining relatively
stable and enduring over time (Kilmann, 1971; Kluckhohn, 1951; Rokeach, 1968, 1973; Dose, 1997). It gives an understanding of what is ‘right’ and ‘wrong’ outlining acceptable modes of conduct which are preferable and acceptable over socially unacceptable modes of conduct. Studies related to understanding this facet evolved as ‘Work Values’ which attempted to link individual preferences for work or work environment as critical factors for his/her continuity in the job (Super, 1973). Early researchers like Herzberg et al., (1956) linked work values to motivational aspects, i.e hygiene factors and motivators; later studies linked the aspect of personal convictions and impact of societal learning process to the work context relating it to certain outcomes of the work itself (Elizur, 1984). Researchers working on the aspect of work values believe values can be theorized as being conceptually parallel to higher-order needs of human beings, while intrinsic values are more related to self-actualization like interesting work, autonomy, growth and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion.

Substantial amount of research over the years have been increasingly focusing on the aspect of changing work values and its impact on the organizational environment. These studies have been necessitated from the fact that with changing employee values and related preferences their affect is bound to be felt in the organizational environment wherein employees are associated at both physiological and psychological levels. Rhodes, (1983) in his study tried to understand the impact of career stages on work attitude, values and satisfaction wherein it was found that this aspect of career change at varying age levels does have an impact on the above factors inclusive of work values. A major study in this direction was conducted by Smola and Sutton (2002) on a valid sample size of 335 American national who were understood to be full time employees at organizations. They found that significant difference existed in two major values constructs, ‘Desirability of work outcomes’ and ‘Moral importance of work’. While older employees had less desire for promotion or growth, the younger generation had strong desire to move ahead in life. The study strongly indicates that generational differences have more influence on Work Values than age and maturation aspect (Smola and Sutton, 2002; p. 379); a factor that organizations necessarily need to take into consideration as Gen Y employees steadily join the workforce.

POS (Perceived Organization Support) has been identified by researchers as an exchange ideology, wherein employees are concerned with the relationship that is shared between the organization and the employee. In such a context, Work Values which moderate employee
perspective of work and organizational support in terms of designing work, rewarding performance and managing supervisory support hold strong relationship with employee perception of organizational support for their growth and well-being; as outlined by the concept of POS. Given the changing preference of Work Values in generational cohorts (Smola and Sutton, 2002; McGuire, Todnem and Hutchings, 2007), and their expected impact on Perceived Organizational Support; this research aimed to understand this relationship with the stated Hypothesis.

**H0**: Gen Y Work Values does not show direct, significant and positive relationship to POS.  
**H1**: Gen Y Work Values shows direct, significant and positive relationship to POS.

POS can have a positive impact on employees’ attitudes and behaviors mainly because it creates a sense of obligation within the individuals to repay the organization (Eisenberger et al., 1986; Eisenberger et al., 1990). This attitude of the employees related to being obliged to give back to the organization in exchange of the concern and support shown by the organization, has been theorized as ‘Felt Obligation’ as highlighted through evidence based researches by Organization Support Theorists ((Eisenberger et al., 1986; Eisenberger et al., 2001; Rhoades and Eisenberger, 2002; Shore and Shore, 1995). Felt obligation is viewed as an outcome of POS and depends on the employee’s acceptance of the reciprocity norm as applied to work (Wayne et al., 1997).

**H0**: Gen Y Work Values mediated by POS does not show indirect and positive relationship to FO.  
**H1**: Gen Y Work Values mediated by POS shows indirect and positive relationship to FO.

Researchers in their understanding of relationships relating to work values and organizational constructs have linked it to work attitudes, job satisfaction and most importantly to the aspect of organizational commitment. (Elizur, 1996; Kildron 1978; Putti et al., 1989) through their research found that a moderate relationship existed between work values and the aspect of organizational commitment with Putti et al., (1989) further propounding that intrinsic work values relate more closely to organizational commitment than extrinsic values. Researchers working on the aspect of work values believe values can be theorized as being conceptually parallel to higher-order needs of human beings, while intrinsic values are more related to self-actualization like interesting work, autonomy, growth and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion.
This view thus gives more depth to early researchers like Herzberg et al., (1951) who linked work values to motivators and hygiene factors for individuals.

**H₀:** *Gen Y Work Values does not show direct, significant and positive relationship with Affective Organizational Commitment (AC).*

**H₁:** *Gen Y Work Values shows direct, significant and positive relationship with Affective Organizational Commitment (AC).*

**H₀:** *Gen Y Work Values mediated by POS does not show indirect positive relationship with Affective Organizational Commitment (AC).*

**H₁:** *Gen Y Work Values mediated by POS shows indirect positive relationship with Affective organizational Commitment (AC).*

3.5.2 Relationship between Perceived Organizational Support and Affective Commitment mediated by Felt Obligation

Research studies on the relationship of POS and AC have suggested and strived to explain that while POS and AC are strongly associated in shaping employee perception of support and reciprocating that support through increased organizational commitment; both these facets of employee psychology are empirically different. Further research on POS and AC have outlined that both have similar antecedents and consequences; the two constructs have been measured simultaneously so that the direction of causality is uncertain (Rhoades, Eisenberger and Armeli, 2001).

Eisenberger et al., (1986) evolved the concept of Perceived Organizational Support (POS) based on the effect-outcome expectancy and the aspect of affective attachment to one’s organization based on exchange ideology; an area that was explored by previous researchers (Levinson, 1965; Mowdays et al., 1982). This exchange ideology between the employee and his employer (the organization) seems to have strong impact on job attitudes like organizational commitment. Organizational Commitment (Affective Commitment) is understood to increase positively with increase of caring by the organization wherein caring is reciprocated with more felt obligation and affective attachment through demonstration of higher levels of commitment by the employees.

**H₀:** *POS does not show direct, significant and positive relationship to AC and FO.*
**H₁:** POS shows direct, significant and positive relationship to AC and FO.

Felt obligation has been understood to be an important mediator in the POS-outcome relationship wherein in terms of role reciprocation, felt obligation refers to the employee’s belief regarding whether he or she should actually care and help the organization in achieving its goals based on what level of perceived support he or she has received from the organization (Eisenberger et al., 2001).

**H₀:** POS mediated by FO does not show indirect and positive relationship with AC.

**H₁:** POS mediated by FO shows indirect and positive relationship with AC.

### 3.5.3 Relationship between Affective Commitment and Employee Outcomes of Job Satisfaution and Turnover Intention

Research regarding relationship between job satisfaction and organizational commitment indicates a positive correlation between organizational commitment and job satisfaction (Becker, 1992; Williams and Hazer, 1986). It is understood that employees with higher levels of job satisfaction display higher levels of organizational commitment (Chen, 2007). Organizational commitment has a deep relationship with organizational goals, and represents both an individual’s relationship with those goals and how much an individual values, and works towards those goals. This motivation to work towards the goals in line with organizational needs, while fulfilling individual needs increases satisfaction towards the job which if supported by the organizational efforts increases the aspect of organizational commitment, hence a positive correlation is understood to exist between job satisfaction and organizational commitment (Mowday et al., 1979).

Research regarding organizational commitment and its relationship to withdrawal behaviors like tardiness, absenteeism, turnover and turnover intention suggests that there exists a negative correlation between these factors with organizational commitment. That is if an individual or employee is committed to his or her organization and identifies with the values or goals of the organization, then there are lesser chances for the individual or employee to display withdrawal behaviors. Consistent reviews found a negative relationship to exist between organizational commitment and turnover or turnover intention (Allen and Meyer, 1996; Mathieu and Zajac, 1990; Tett and Meyer, 1993).
3.5.4 Relationship between Felt Obligation and Employee Outcomes of Job Satisfaction and Turnover Intention mediated AC

Felt Obligation is a consequence of the norms of reciprocity as outline by POS researchers. Research indicates that employees with strong exchange ideology seek to give back to the organization for support rendered (supervisory, pay & rewards, work-life balance etc.) through increased affective commitment that gets further enhanced with the concept of ‘felt obligation’ as employees feel more obliged to pay back to their organization under the exchange ideology. (Eisenberger et al., 2001) highlight that Affective commitment only increases with Felt Obligation as employees perception of their psychological contract is based on looking out for the welfare of each other, that is if the organization has cared for their needs and well-being then they must also be obliged to care for the organization. (Meyer and Allen, 1991) also highlighted that repeated favorable treatment availed from employer increases the employees’ obligation towards the employer further increasing their desire to stay longer with the organization; in turn ensuring a positive relationship with Job satisfaction. The reverse of this has also been found to be true, wherein positive relationship between felt obligation and affective commitment have caused negative relationship with employee outcome of turnover intention. The desire to stay on with a particular organization as an employee feels obliged to the organization means reduced turnover intention for the employee.

$H_0$: Felt obligation (FO) mediated by AC does not show indirect, significant, positive relationship to Job Satisfaction and negative relationship to Turnover Intention.

$H_1$: Felt obligation (FO) mediated by AC shows indirect, significant, positive relationship to Job Satisfaction and negative relationship to Turnover Intention.

3.6 Sampling

Webster dictionary (1985) defines A Sample as, a finite part of a statistical population whose properties are studied to get information about the whole. In the domain of social science and
business research, a Sample is defined as a sub-set of the population; wherein this sub-set is understood to demonstrate the characteristics and thinking of the whole population.

Population is defined as the group of individuals (people), objects or items from where the samples are collected as sub-sets to represent the population. The difference between a Census and Sample is that, while in the former each individual, object or item of the population is covered and studied for the purpose of research; in the later a representative sub-set of the population is selected that is understood to display similar characteristics.

Sample Design is defined as a purposeful plan or definite technique adopted by concerned researcher for selecting items or sample from the targeted population. It is understood to cover aspects of Population, Size of sample, criteria for sample selection, adoption of sampling process etc.

Kothari (2004, p. 58) defines following aspects of a good Sample design.

(a) Sample design must result in a truly representative sample.
(b) Sample design must be such which results in a small sampling error.
(c) Sample design must be viable in the context of funds available for the research study.
(d) Sample design must be such so that systematic bias can be controlled in a better way.
(e) Sample should be such that the results of the sample study can be applied, in general, for the universe with a reasonable level of confidence.

Sample design in broadly classified in to two types, as below.
Table 3.1: Types of Sample design

<table>
<thead>
<tr>
<th>Element selection technique</th>
<th>Representation basis</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted sampling</td>
<td>Probability sampling</td>
<td>Non-probability sampling</td>
</tr>
<tr>
<td></td>
<td>Simple random sampling</td>
<td>Haphazard sampling or convenience sampling</td>
</tr>
<tr>
<td>Restricted sampling</td>
<td>Complex random sampling (such as cluster sampling, systematic sampling, stratified sampling etc.)</td>
<td>Purposive sampling (such as quota sampling, judgement sampling)</td>
</tr>
</tbody>
</table>

Source: Kothari (2004, p.59)

**Non- Probability sampling:** This sampling procedure does not afford any basis for estimating the probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole. For instance, if economic conditions of people living in a state are to be studied; a few towns and villages may be purposively selected for intensive study on the principle that they can be representative of the entire state. Thus, the judgment of the organizers of the study plays an important part in this sampling design (Kothari, 2004, p.59). Since this sampling technique incorporates the personal judgement of the researchers, it is difficult to estimate the Sampling error. Kothari (2004:59) indicates that for this type of sampling there exists bias which may be great or small; hence such method is not used for studies that have great importance but is suitable for studies by individual researchers due its advantage in saving money and time.
Quota sampling is also a type of non-probability sampling the interviewers are simply given quotas to be filled from the different strata, with some restrictions on how they are to be filled. In other words, the actual selection of the items for the sample is left to the interviewer’s discretion. This type of sampling is very convenient and is relatively inexpensive. But the samples so selected certainly do not possess the characteristic of random samples. Quota samples are essentially judgment samples and inferences drawn on their basis are not amenable to statistical treatment in a formal way (Kothari, 2004, p.59).

**Table 3.2: Types of Non-Probability sampling**

<table>
<thead>
<tr>
<th>Type of Sampling</th>
<th>Selection Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience</td>
<td>Select cases based on their availability for the study.</td>
</tr>
<tr>
<td>Purposive</td>
<td>Select cases that judged to represent similar characteristics.</td>
</tr>
<tr>
<td>Snowball</td>
<td>Group members identify additional members to be included in the sample.</td>
</tr>
<tr>
<td>Quota</td>
<td>Interviewers select a sample that yields the same proportions as the population proportions on easily identified variables.</td>
</tr>
</tbody>
</table>

Source: Henry (1990, p.18)

**Probability sampling:** This type of sampling is also called as ‘random sampling’ or ‘chance sampling’. In this kind of sample design, every item of the universe or population has an equal chance of representation in the sample. Random sampling ensures the law of Statistical Regularity which states that if on an average the sample chosen is a random one, the sample will have the same composition and characteristics as the universe. This is the reason why random sampling is considered as the best technique of selecting a representative sample. Random sampling from a finite population refers to that method of sample selection which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have an equal chance of being included in the sample. This applies to sampling without replacement i.e., once an item is selected for the sample, it cannot appear in the sample again (Kothari, 2004, p.60).
Table 3.3: Types of Probability sampling

<table>
<thead>
<tr>
<th>Type of Sampling</th>
<th>Selection Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simple</td>
<td>Each member of the study population has an equal probability of being selected.</td>
</tr>
<tr>
<td>Systematic</td>
<td>Each member of the study population is either assembled or listed. A random start is designated, then members of the population are selected at equal intervals.</td>
</tr>
<tr>
<td>Stratified</td>
<td>Each member of the study population is assigned to a group or stratum, then a simple random sample is selected from each stratum.</td>
</tr>
<tr>
<td>Cluster</td>
<td>Each member of the study population is assigned to a group or cluster, then clusters are selected at random and all members of a selected cluster are included in the sample.</td>
</tr>
</tbody>
</table>

Source: Henry (1990, p.27)

3.6.1 Sampling design

This study is focused on Indian Gen Y employees. GEN Y or Millennial Generation or Net Generation and even Echo Boomers are broadly classified as children born in the eighties and early nineties, comprising a working population in age group 20-29 years. Gen Y are loosely defined as a group born from 1982-2000 (hence the term Millennial Generation) who would range in the age groups of 15-29 years identified herein as the young generation. Statistics by the U.S. Census Bureau, estimate that Generation Y comprises of around 25.7% of the world total population given the age category of 15-29 years.vi

For the purpose of this research study Generation Y shall be considered between the age group of 20-29 years, which comprises almost 17% of the world population as on 2012 (mid-Year population estimation by U.S. Census Bureau, International Database)vi. In the context of India, Census 2011 data highlights the total Gen Y population (20-30yrs) to be approximately 250 million comprising of both urban and rural figures.

Given that this study is specifically focused on Gen Y working population according to the classified age category, exact data on working population for this age category could not be availed either through the Census 2011 survey or previous round of National Sample Survey. As per latest data from NSSO 68th round, the workforce population of India (defined as
between 15-64 yrs) was around 473 million in 2012\textsuperscript{viii}, of which the urban workforce population was estimated to be 136 million comprising of both male and female workers. However this data does not avail any specific categorization of the working population as per the research criteria age group.

During the course of the research study, it was understood that creating a sample frame that would incorporate each and every item of the targeted population (Gen Y employees across India) would be a difficult proposition in terms of limitations of both time and money for an Individual researcher. Hence for the purpose of the study the researcher framed the Sample design as outlined below.

The sample design chose to use the technique of Non-probability sampling that gave an option to the researcher to study a representative sample of the targeted population according to the Gen Y age criteria depicted by the researcher based on review of literature and researcher’s judgment. Mixed sample design technique was adopted for the purpose of research. At the initial stage Convenience sampling technique was adopted, implying use of a technique that worked on convenient availability of the targeted population for research study and data collection. Following this outline, the researcher chose to conduct the study in Pune district comprising of Pune municipality (urban) and the twin town of Pune-Chinchwad municipality (urban). Reason for selection of Pune as a representative sample of the Indian Gen Y population is based on the demographic diversity of Pune and the fact that Pune houses around 62% of its population under the age group of 30 years. Pune is also a major industrial and economic hub along with being a famous educational destination for the young working population of India. The city represents this wonderful amalgamation of the migratory young population both as working professionals and students through its ever expanding population growth and economic development. The researcher has specifically highlighted aspects of Pune demographics and industrial/economic growth below to give an understanding of the second largest city of Maharashtra and the eight largest city of India; as representative of Gen Y Indian population.

Reason for choosing Pune district urban population was part of the Research study limitations. The research Instrument for the survey is based on adapted version of standardized questionnaires that have already studied the Observable constructs as outlined and intended to be studied under the purported research. As these standardized questionnaires
were developed and used in western nations, the medium of data collection for the Survey instrument is in English language and transcribing it into regional languages viz. Hindi or Marathi would reduce the reliability and validity of the research instrument.

The demographics of a country like India with poor literacy rate necessitate that English as a medium of communication and understanding is more prevalent within the urban working population than the rural working population. Similarly given the context of a city like Pune, having high diversity of migrant population and high industrialization; the researcher assumed that the Research Instrument being designed in English language would be more appropriate if administered with the urban population of Gen Y employees ensuring higher effectiveness in the data collection process.

The research criteria for this survey was a clear demarcation of the working population according to the age criteria of 20-30 years having a minimum work experience of 1 year irrespective of the sector of employment or the level of employment. The researcher during the course of study understood that categorically tapping this population even with Pune urban population would be difficult as there is no specific quantitative demarcation available related to the exact size of the targeted population. Hence as outlined by various Social researchers, it was understood appropriate to use the Snowball sampling technique which is a technique suitable for availing data from hard to reach respondents or for populations wherein size is not clearly defined. Kothari (2004) outlines Snowball sampling technique as a non-probability sampling process that seeks to acquire information through a chain of acquaintances or referrals. As this process moves forward with reference given by one acquaintance of another, then the chain slowly gets build upon much like snow rolling down and sticking together to form a big ball; it is called as Snow ball sampling technique. The key aspect of this method is the use of referential sources for acquiring hard to get or sensitive data that would otherwise not be easily available to the concerned researcher. In the case of this research study this technique seemed appropriate as the study was related to understanding employee perceptions of organizational support, which remains a sensitive area for employees; employees being apprehensive of discussing/outlining their opinions on this aspect in organizational settings.
This realization of the topic being sensitive or confidential for respondents was gauged by the researcher during the initial pilot survey phase. Hence during the main survey study the researcher instead of routing the Survey Instrument through formal channels of Departmental Heads/Managers or Human Resource teams, adopted the informal channel of reaching out to Gen Y employees working in Pune urban through the referential route/networking route. Hence Snowball sampling seemed appropriate as this technique targets a few items of the population, then through their reference reaches out to other items of the population. The researcher further designed the questionnaire (survey instrument) on an online platform of Google docs, wherein the respondents were mailed the link to the Survey Instrument enabling them to respond to the survey outside the organizational settings through their personal internet connectivity. The link was sent to the respondents only after verification of research criterion fulfillment related to location, age categorization and minimum work experience level. The aim was to reduce apprehension of the employees and maintain confidentiality of the data specifically for research purposes. Another reason for using the online/web based method of data collection is based on specific characteristics of Gen Y population who have presence online and prefer more connectivity through social networking platforms (Refer Rai, 2012). For some specific cases wherein respondents didn’t have access to Internet connectivity or were unable to fill online, hard copy survey forms were administered and collected; albeit this comprising only 10% of the total collected data points.

### 3.6.1.1 Demographics of Pune

Pune is the second largest city in the state of Maharashtra in Western India, around 160 kilometers south East of the state capital, Mumbai. Pune city is the district headquarters. It is bounded by Thane District to the northwest, Raigad District to the west, Satara District to the south, Solapur District to the southeast, and Ahmednagar District to the north and northeast. Pune district lies in the Western Ghats or Sahyadri mountain range and it extends on to the Deccan Plateau on the east. Pune stands on the leeward side of the Western Ghats. Pune is at an altitude of 559m. (1863 ft.). Pune district is located between 17.5° to 19.2° North and 73.2° to 75.1° East. In Pune district, there are two municipal corporations, namely Pune Municipal Corporation (PMC) and Pimpri-Chinchawad Municipal Corporation (PCMC).

In the most recent census on 2011, the total population of the district was 9,426,959, making it the fourth most populous district in India (out of 640). Urban population comprises 58.08% of the total population. The current population of Pune urban agglomerate is over 5
The district has a population density of 603 inhabitants per square kilometer (1,560 /sq mi). Its population growth rate over the decade 2001-2011 was 30.34%. Pune has an ex ratio of 910 females for every 1000 males, and a literacy rate of 87.19%. In the district the population was spread out with 6,85,022 under the age of 4; 1,491,352 from 5 to 15; 4,466,901 from 15 to 59 and 5,89,280 60 years of age or older. As per Census 2011 survey, the total worker population of Pune district (urban) is over 2 million.

Pune is also famously called as the ‘Oxford of the East’ due its extensive student population, as the city houses some of the best academic and research institutions that draws huge migratory student population to the city. The median age for Pune city is 24 years and around 62% of the total population of Pune fall under the age group of 30 years.

3.6.1.2 Pune district: Economy and Industry

Pune has the seventh largest metropolitan economy and the sixth highest per capita income in the country. The automotive sector is prominent in Pune. It is home to the Automotive Research Association of India, which is responsible for the homologation of all vehicles available in India. All sectors of the automotive industry are represented, from two-wheelers and autorickshaws to cars, tractors, tempos, excavators and trucks. Automotive companies like Tata Motors, Mahindra & Mahindra, Mercedes Benz, Force Motors (Firodia Group), Kinetic Motors have set ups in Pune. Automotive companies including General Motors, Volkswagen, and Fiat have set up Greenfield facilities near Pune. Several automotive component manufacturers like Saint-Gobain Sekurit, TATA Autocomp Systems Limited, Robert Bosch GmbH, ZF Friedrichshafen AG, Visteon, and Continental Corporation are located here. The industrial township of Pimpri Chinchwad, adjacent to the main city, is dotted with over 4,000 manufacturing units.

Today, Pune has a diverse industrial population. It not only houses many manufacturing and industrial units alongside automotive giants, it is also a prominent destination for the IT & ITeS sector. Three major IT parks and SEZ’s command a major share of the IT infrastructure in the city; namely Hinjewadi IT Park (also known as Rajiv Gandhi Infotech park), Magarapatta IT city and Kharadi IT-SEZ. It is estimated that the IT sector employs more than 70,000 people in the city, wherein the majority population belongs to the youth category and are migratory in nature. Prominent names like Accenture, Infosys, Wipro, IBM, Capgemini are few of the reputed IT firms in Pune. Other than large IT & ITeS firm, Pune also houses a
large number of small and medium scale IT product and IT services firms making the city a favored destination for young professionals working in this sector. In fact, one of the major reasons for population growth and heightened economic activity of this city has been its migratory working population that has made it the second largest city of Maharashtra.

3.6.1.3 Sample size determination

According to Hair et al., (2010), a sample size of over 100 is preferable for conducting factor analysis, and a sample size of 200 is deemed appropriate when the sample is large (exceeding 1 million); the authors feel that if the sample size is large (400-500) then it becomes sensitive and any goodness-of-fit measure would hence indicate a poor fit. Again, some researchers like Bentler and Chou (1987) estimate ten responses per free parameter to be trustworthy while recent others like Flynn and Pearcy (2001) suggest a thumb rule of ten responses per item in the scale.

For the purpose of this study, the researcher adopted suggestions by Hair et al., (2010) and Yamane (1967). The sample size for this research study was determined in accordance to the following.

Census 2011 outlines the total worker population of Pune (urban) to be 2 million. It is estimated that 62% of Pune (urban) is below 30 years (ibid: 84); an estimation of 1.2 million. Taking a Confidence Interval at 95% with an error margin of ±7%, a sample size of 200 Gen Y employees were deemed appropriate for the study; based on sample size table by Yamane (1967). Margin of error was kept at ±7%, as the target population is not clearly outlined through any social survey and neither is there any specific data available on the target population as prescribed according to the research study parameters (Gen Y employees in age group of 20-30 yrs with minimum 1 yr work experience).

3.7 Pilot Survey

The initial Pilot study was conducted through development of a Questionnaire on Google docs and forwarding the link (URL) to the SIIB Alumni network (Batch 2008-10 and 2009-11). This pre-test survey was conducted to test the validity and reliability of the Survey Questionnaire developed and adapted for study of Indian Gen Y population based on previous questionnaire (standard versions) already available.
The Pilot Survey was conducted on Indian Gen Y population belonging to the Alumni network of a reputed management college namely Symbiosis Institute of International Business. The survey was conducted with the Alumni of Batches 2008-10 and 2009-11 who have more than 1 years of work experience. The survey targeted almost 300 alumni of the concerned batches and received a response rate of around 10% with 29 filled questionnaires after elimination of few half-filled questionnaires. The survey was Web based prepared with support of Google docs, hence was mailed across to the SIIB Alumni for concerned batches.

Appropriate tools (SPSS – version 11) thereafter were utilized for analysis of the available research data (pilot survey data). Data was analyzed at a preliminary level with detailing an understanding of survey respondents and different variables of the survey. Reliability analysis for the Survey Questionnaire using Cronbach Alpha test was also done to understand the reliability of the survey instrument.

3.7.1 Design of Pilot Survey research instrument and Reliability Analysis

The comprehensive questionnaire was designed through adaptation of standardized versions. Preference for Work values amongst Gen Y employees was evaluated through creation of a Work Values Scale with adaptation from S. Lynos (2003), Work Values Scale and D. Super (1962; 1973), Work Values Inventory. The questionnaire had parameters of preference to be rated on a scale of 1 to 5, with 1 being the Least important and 5 being the Most important. Sample parameters for example were, “Independence to create new ideas and implement new suggestions”, ‘Fostering collaborative work alliances” etc. The Cronbach Alpha for the adapted questionnaire was 0.749, in terms of only standardized items the Cronbach alpha stood at 0.749 showing high level of reliability for the instrument.

Questions related to understanding the aspect of Perceived Organizational Support were based on adaption of the standardized 8-item original questionnaire by Rhoades and Eisenberger (2002, p. 699). Sample questions for example were, “The organization values my contribution to its well-being”; “The organization takes pride in my accomplishments at work”. The Cronbach Alpha for the adapted questionnaire was 0.877, in terms of only standardized items the Cronbach alpha stood at 0.875 showing higher level of reliability for the instrument.
Questions related to Affective Commitment and Felt Obligation (aspects related to POS) were evaluated through questions adapted from Mowday, Steers, & Porter, (1979) (Organizational Commitment Questionnaire - QCQ and Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, (2001) Felt Obligation. Sample questions for example were, “I feel a personal obligation to do whatever I can to help my company achieve its goals”, “I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful” etc. The Cronbach Alpha for the adapted questionnaire was 0.782, in terms of only standardized items the Cronbach alpha stood at 0.782 showing high level of reliability for the instrument.

Questions related to Job satisfaction and Turnover Intention (Job attitudes) were developed for this study with adaptations from Warr et al., (1979). Sample questions for example were, “I am satisfied with my involvement in decisions that affect my work”, “The thought of leaving this company has not occurred to me” etc. The Cronbach Alpha for the adapted questionnaire was 0.874, in terms of only standardized items the Cronbach alpha stood at 0.874 showing high level of reliability for the instrument.

3.7.2 Pilot Survey descriptive

A. Gender Composition: The survey had 26 male respondents and 3 female respondents, represented graphically as below.

![Pie Chart for Gender Composition of Pilot Survey](image)

Fig 3.1: Pie Chart for Gender Composition of Pilot Survey
B. **Age Composition:** The survey has 7 respondents in the age group 23-26 years and 22 respondents in the age group 27-30 years.

![Respondent Age Group Composition](image_url)

**Fig 3.2:** Pie Chart for Age Composition of Pilot Survey

C. **Work Experience Composition:** Majority of the survey respondents were having work experience of 2yrs-4yrs. (23 no.), with few having work experience in different categories of above 1yr (2 no.), 5yrs-8yrs (2 no.) and 8yrs-10yrs(2 no.).

![Respondent Experience Composition](image_url)

**Fig 3.3:** Pie Chart for Work Experience Composition of Pilot Survey
D. **Industry/Sectorial composition:** Respondents were from different sectors with majority being from the IT/IT services sector.

![Respondent Industry/Sectorial Composition](image)

**Fig 3.4: Pie Chart for Industry Composition of Pilot Survey**

### 3.8 Main Survey

This part focuses on outlining the methodology adopted for conducting the Main Survey wherein the objective was to collect primary data from Gen Y respondents belonging to the city of Pune (inclusive of Pimpri-Chinchwad municipality).

**3.8.1 Data Collection Instrument (Tool)**

The Survey Instrument (Refer Appendix B) for the purpose of this research study was developed initially during the Pilot study phase to get an understanding of whether this instrument serves the purpose of the research study and population under consideration.

The Survey Instrument was developed to measure Construct variables (observed variables) of the study at the Individual employee level (Gen Y employee). Hence as outlined in the Pilot survey phase, the Survey Questionnaire was adapted from standardized and tested survey instruments developed by eminent researcher, adhering to the validity and reliability aspect for the Instrument.
The Survey Instrument was developed on an online platform of Google docs, wherein the respondents were mailed the link to the Survey Instrument enabling them to respond to the survey outside the organizational settings through their personal internet connectivity. The link was sent to the respondents only after verification of research criterion fulfillment related to location, age categorization and minimum work experience level. The aspect of assurance related to Confidentiality of data was clearly mentioned at the beginning of the Online Survey Form (Refer Appendix C) detailing that this data was being purely being collected for Academic research and will not be shared for any other purpose. The aim was to reduce apprehension of the employees and maintain confidentiality of the data specifically for research purposes.

**Table 3.4: Survey Constructs**

<table>
<thead>
<tr>
<th>Survey Construct Variables</th>
<th>Standardized Pre-Tested Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Organizational Commitment</td>
<td>OCQ by Mowday, Steers, &amp; Porter, (1979)</td>
</tr>
<tr>
<td>Felt Obligation</td>
<td>Eisenberger, Armeli, Rexwinkel, Lynch, &amp; Rhoades, (2001)</td>
</tr>
<tr>
<td>Job Satisfaction &amp; Turnover Intention</td>
<td>Warr et al., (1979)</td>
</tr>
</tbody>
</table>

The first part of the Survey Form, i.e. **Section I** comprised of questions seeking to avail categorical data for the purpose of research segregation like City of Residence, Age group, Work experience and Work Industry profile along with education level. The purpose here is to understand the diversity of the respondent group in terms of different categorical variables for research analysis. One of the Key segregator at this stage is Age Group, Work Experience and City of residence, as the research is very clear in accepting data from Employees who fit the Age criterion of 20yrs to 30 yrs, having Work Experience above 1years minimum, residing in the city of Pune. This section also captures some personal information data like name and gender for the purpose of checking data authenticity.

The second section of the instrument, i.e. **Section II** is related to the Main research questions that captures data for the major Construct variables (observed variables).
Part I is related to Gen Y Work Values, comprising of 13 items that relate to different facets of Work Values (Refer Lynos, 2003).

### Table 3.5: Work Values Scale

<table>
<thead>
<tr>
<th>Work Value Scale</th>
<th>Sample questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsic</td>
<td>‘Intellectually stimulating work’; ‘Independence to create new ideas and implement new suggestions’</td>
</tr>
<tr>
<td>Extrinsic</td>
<td>‘Good career advancement opportunities’; ‘Good work environment’; ‘Supportive peers and supervisors’</td>
</tr>
<tr>
<td>Freedom</td>
<td>‘Autonomy to take decisions’; ‘Live life the way one wants’</td>
</tr>
<tr>
<td>Status</td>
<td>‘Know others value your work’; ‘Have apposition in the society’</td>
</tr>
<tr>
<td>Social</td>
<td>‘Fostering collaborative work alliances’</td>
</tr>
</tbody>
</table>

The measuring scale at individual level was designed as a Likert type 5 point scale with 1 being the Least important and 5 being the Most important.

Part II of this Section is related to Perceived Organizational Support, comprising of 10 items that seek to understand individual view point on POS. The standardized scale as developed by Eisenberger et al., (1986) had 36 items, while the abridged version had 8 items; the scale was designed in such a way that even the abridged version withstands both validity and reliability tests. The researcher adapted the 36 item scale and abridged it to a 10 item scale that withstood Reliability analysis during Pilot survey phase. The additional items in the scale (2 items more than the shortened tested version of POS-8 items scale) aimed to check negative concerns related to POS. During the analysis stage these 2 items will be reverse coded and entered into SPSS. These items also act as checks for respondent bias related to the concerned construct. The measuring scale at individual level was designed as a Likert type 5 point scale with 1 being Strongly disagree and 5 being Strongly agree and 3 being neither agree nor disagree (neutral).

Part III of this Section is related to Affective organizational Commitment and Felt Obligation, comprising of 9 items. The first 4 items relate to Affective Organizational Commitment while
the next 5 items relate to Felt Obligation. 2 items in the designed scale relate to negative respondent concerns on these Constructs, also serving as a check for respondent bias. These items will be reverse coded when data entry is done in SPSS for further analysis. The measuring scale at individual level was designed as a Likert type 5 point scale with 1 being Strongly disagree and 5 being Strongly agree and 3 being neither agree nor disagree (neutral).

The last section relates to the Constructs of Job Satisfaction and Turnover Intention. This part of the instrument has been adapted from Warr et al., (1979) comprising of 9 items. The first 6 items capture employee Job satisfaction criterions while the next 3 items capture Employee’s intention to stay or quit the intention, referred to as Turnover Intention in the context of the study. The measuring scale at individual level was designed as a Likert type 5 point scale with 1 being Strongly disagree and 5 being Strongly agree and 3 being neither agree nor disagree (neutral).

At the end of the Survey Instrument, the researcher had kept a subjective opinion box; this seeks to capture view points and suggestions of Indian Gen Y employees on the Observable variables/constructs. This aspect is intended to help the researcher in formulation of the Conclusion portion and highlight future avenues of research related to employees of this specific age group who as observed during the research study, are inherently different from previous generations of employees. Detailed Reliability and Validity analysis for the survey instrument has been discussed in the next chapter.

3.9 Limitations of the Study

This purpose of this study was to understand the thought process of Indian Generation Y employees incorporating an understand of the relationships amongst psychological constructs of Work Values, Perceived Organizational Support (POS), Affective Organizational Commitment (AC), Felt Obligation (FO), Job Satisfaction (JS) and Turnover Intention (TI). However one of the major limitations this study encountered was in defining the sample population of Generation Y cohort in the Indian context. As noted earlier in the review, cohorts imply population groups that undergo similar economic and social events which shape their opinions and though process.

While a large amount of studies have focused on defining generational cohorts in the US context and to some extent even for China, there is no study that categorically defines Indian
generational cohorts. Thus in the absence of this data, the author relied on the definition of U.S. generational cohorts and specification of ‘Youth’ or ‘Generation Y’ as defined by the United Nations for the study. The second limitation pertains to understanding the exact sample size for Generation Y population (age group 19-29 years) in India, more so of the sample size related to employees belonging to this cohort. Here again the author relied on National Sample Survey Data to create an estimation of sample population and sample frame for the study.

The third limitation of the study pertains to linguistic limitations. The questionnaire developed for the study was based on proven standardized questionnaires that had been successfully used in the Western countries; hence the medium of communication for the questionnaire was ‘English’ implying that the responses to the same were also recorded in the same language. This limitation of the questionnaire eliminated the regional linguistic category of the Indian Gen Y cohort from being associated with the study. The fourth limitation of the study related to it being conducted in a city environment and specifically limited to the city of Pune. This implied that rural populace of Indian Gen Y cohort could not be reached for an understanding of their thought process; also the geographical limitation of the study does not posit it well as a national study that represents the entire Indian Gen Y employee population. This limitation makes the study a representative study for Indian Gen Y employees and to an extent gives an outline of the thought process of this employee cohort.

This chapter summarizes the methodology that had been adopted for conducting the research work by the researcher. Attempt has been made to give an understanding of how the theoretical relationships between the Psychological Constructs of the study has been linked in the research design, wherein real data has been collected for purpose of further analysis and clarity.
CONTENT NOTES

i http://www.censusindia.gov.in/Census_Data_2001/India_at_glance/broad.aspx
iii Refer section of studies in HRM related to India under Literature Review
iv Cohorts: Group whose members share a significant experience at a certain period of time or have one or more similar characteristics. (Source: www.businessdictionary.com)

v http://en.wikipedia.org/wiki/Generation_Y
vi Refer Annexure (Table 1.1)
vii http://www.census.gov/population/international/data/idb/worldpop.php
ix http://en.wikipedia.org/wiki/Pune_district, Accessed 5th Dec 2013, at 3.20 pm
x ibid:83
xi Census 2011 survey (Government of India)
xii http://www.punecorporation.org/pmcwebn/informpdf/fire_hazards/3annexurefinal.pdf
xiii http://en.wikipedia.org/wiki/Pune, Accessed 5th Dec 2013, at 5.15 pm