CHAPTER III

3 RESEARCH METHODOLOGY

3.1 General Introduction

This chapter describes the research approaches and research design choices made in the present study. Discussion on sampling procedures, methods for data collection, research instrument and operationalization of research variables are presented. Further, procedures used for testing the research instrument reliability and validity, statistical tools for hypothesis testing, operational definitions, limitations in the study and ethical considerations are documented. The present study aims to identify how HR Drivers as antecedents to Employee Engagement influences employee Turnover Intention among employees in selected IT Product organizations undergoing demergers or mergers. The role of Employee Engagement as a mediator variable is to be ascertained as part of the study.

3.2 Title of the Study

The title of the study is **HR Drivers as antecedents of Employee Engagement and its Mediating Role on Turnover Intention**

3.3 Objectives of the Study

The general objective of the study is to study in depth the role of HR Drivers, Employee Engagement and Turnover Intention with specific reference to the interplay of these factors in impacting IT Product employees in Chennai:

- To study the demographic variables that describes Workforce Diversity profile among selected IT product employees.
- To determine the relationship between Demographic factors and HR Drivers, Employee Engagement and Turnover Intention in selected IT product employees.
- To examine the association between Level of HR Drivers, Level of Employee Engagement and Level of Turnover Intention in the selected IT product employees.
To study the employee perception of mean ranking towards prioritization of HR Drivers.

To evaluate the significant relationship between HR Drivers and Employee Engagement on Turnover Intention in the same population.

To determine whether Employee Engagement mediates the relationship between key HR Drivers and Turnover Intentions and derive a Conceptual Model which can be used for intervention in Management practice.

### 3.4 Hypotheses of the Study

From the identification of the broad objectives of the research, the following specific null hypotheses were formulated. Detailed snapshot of sub-hypotheses are documented in Appendix 7.2.

| \( H_01 \) | There is no significant difference between dimensions of Demographic Variables on HR Drivers, Employee Engagement and Turnover Intention. |
| \( H_02 \) | There will be no significant association between level of HR Drivers, level of Employee Engagement and level of Turnover Intention |
| \( H_03 \) | There is no significant difference among mean ranks towards perception of Leadership Connect, Work-life Balance, Job Enablement, Managerial Credibility, Career Development, Organization Brand and Recognition and Benefits. |
| \( H_04 \) | There will be no significant relationship between HR Drivers, Employee Engagement and Turnover Intention. |
| \( H_05 \) | There is no significant mediating relationship between HR Drivers, Employee Engagement and Turnover Intention |

### 3.5 Research Design

The Study undertaken is a Descriptive cum Diagnostic Study. Kothari, C. R. (2004) defines this type of research design where the emphasis is in “describing the characteristics of a particular individual or group whereas diagnostic research studies
determine the frequency with something occurs or its association with something else.”

Studies concerned with narration of facts and characteristics concerning the individual, group or situation are all examples of descriptive research studies. This study will focus on describing the workforce diversity profile of respondents. Diversity is no longer restricted to gender studies. The role of birth decade describes the various subsections of people across age and is popularly referred as generation studies. The education levels, whether employees have completed their engineering or if they come from a non-engineering background contributes to differences in work profile. The total work experience within the same organization and other factor stated above combine to form the workforce diversity variables.

The studies whose focus is whether certain variables are associated are examples of diagnostic research studies. This study intends to focus on the interplay of variables such as the role of HR Drivers as antecedents in detail. An attempt is made to understand the how and why of the hypothetical model of relationship between HR Drivers, Employee Engagement and Turnover Intention. It relies on measurements based on data collected and hence is quantitative in nature.

3.6 Field of Study - Information Technology

![Figure 3.6.1 IT organizations in Chennai](image)

Chennai is the capital city of Tamil Nadu and one of India’s prominent buzzing metro in South India. Chennai remains an important destination with regard to the vibrant information technology sector. Most of the Top IT organizations have a significant presence in Chennai. It is India’s fourth largest exporter of Software and it
houses the largest operations for top software companies like TCS, Infosys, Cognizant, Polaris, Virtusa and many other CMMI level 5 organizations. Chennai has emerged as a hub for financial technology needs with the presence of Global companies who have outsourced their financial needs such as First Data, Citibank, Bank of America, Euronet, Fiserv and PayPal.

Listed below are the key reasons provided by Tamil Nadu government on the state being the preferred destination for global IT organizations during ‘Global Investors Meet-2015.’ Tamil Nadu has a significant large pool of technically qualified IT manpower across India. Its strength lies in 572 Engineering colleges who contribute English speaking skilled manpower of 2,50,000 Engineering graduates every year. 90,000 of these students are from Computer Science or Information Technology or Electronics and Communication discipline. Its IT potential is paramount in its march towards global competitiveness. Chennai is also known as an Engineer churning factory because of its surplus engineering colleges providing a steady supply of engineering students.

![Figure 3.6.2 Intake of Engineering Students from Tamil Nadu](image)

Figure 3.6.2 Intake of Engineering Students from Tamil Nadu

The Tamil Nadu Government was one of the first to set exclusive Software Parks in Chennai to provide and support IT infrastructure to match this growth story. According to investingintamilnadu.com, a Software Technology Parks of India report states that, “the number of registered software units in Tamil Nadu has seen a steady increase from 1,114 in 2004-05 and is a boon in providing employment to
more than 3.75 lakh persons. The total wage cost is nearly a fraction of those in developed nations. Adequate infrastructure includes 28 operational Information Technology Special Economic Zone to attract global organizations.

![IT SEZ Parks in Tamil Nadu](image)

**Figure 3.6.3 IT SEZ Parks in Tamil Nadu**

Tamil Nadu has witnessed a jump of 59.7% in registration of software units in the last eight years with 1780 units registered in 2012-13 alone. The state accounts for more than 10% of total software exports made from India. It has one of the highest growth rates of 29.04% in Software Exports in India. This can be attributed to Software Exporting Units clocking an export performance of Rs.12380 Crores.

![IT Breakup of Tamil Nadu IT exports](image)

**Figure 3.6.4 IT Breakup of Tamil Nadu IT exports**
The fundamental difference between Software Product based IT organizations are that they are focused on their core product while IT Service based organizations rely on the concept of outsourcing. The third group are big IT Service organisations who also have a Product division with niche employees working exclusively in the product business vertical. Product focused firms often outsource out one of their functionalities that can be served by the service based ones. This way the former maintain core focus on their product and leverage the skill sets of the service based counterparts to meet specialised needs such as testing support or maintenance.

We would also find product based firms' organisational hierarchy a bit different from the service based counterparts. There would be distinct cultural differences as Product companies will have to focus more on innovation, research and development, patents and intellectual property. A service based IT firm might have a different structure, like division based on business unit. The business verticals can be domain based like Healthcare, Banking and Insurance or Retail Verticals. In product division, people may divided based on the products they work on. Also, the number of employees are limited in product firms compared to service organizations. Engineers at a product based firm often work on their own products while a software professional at a service based firm would typically work based on a client based model or probably an onshore-offshore model.

3.7 Universe and Sampling Procedure

Selecting the Sample is an important component of research design. The procedure includes five steps. (1) Define Universe or Population (2) Determining Sample design (3) Select sampling technique (4) Determine sample size (5) Execute the sampling procedure. These steps in the context of the present study are described in detail.

The inclusion and exclusion criteria for the selection of the samples are: (1) Employees exclusively working in IT Products where mergers or demergers were initiated. Due to the ongoing change management initiatives, organization must be particularly interested in driving employee engagement as a key HR strategy (2) Organizations selected should be a Global Multinational Corporation (3) The
respondents would include only employees based in Chennai (4) Short term consultants were not included in the study

Employees with experience solely on IT products across three companies in Chennai were selected for the study as the change management initiatives coincided with the period of research. The newspaper article “HCL buys Geometric for Rs. 1283 crore” published in *Times of India* on April 2nd, 2016 summarizes some of the recent frenzy of Indian mergers and acquisition deals that have been completed in the IT space. *(Appendix 7.3.12)*. Due to the nature of HR strategy (mergers and demergers) being considered highly confidential, all attempts were made during the research to maintain confidentiality to protect organizational interests. A total of 4970 employees were considered for the Universe. The perception of employee responses with respect to this defined Universe has been studied. In order to have good representation of the organizations, 10 % of the total respondents were selected as a sample 497 from the total population of 4970. “*Systematic Random Sampling Method*” was used to collect the required sample (Serial No’s 1, 10, 20, and 30). The description of total population and the sample from each company are as follows:

**Table 3.7.1 Sequential Sampling Process**

<table>
<thead>
<tr>
<th></th>
<th>Company I</th>
<th>Company II</th>
<th>Company III</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>1990</td>
<td>1400</td>
<td>1580</td>
<td>4970</td>
</tr>
<tr>
<td>Sample (10%)</td>
<td>199</td>
<td>140</td>
<td>158</td>
<td>497</td>
</tr>
<tr>
<td>Non Respondents</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Final Sample</td>
<td>198</td>
<td>135</td>
<td>153</td>
<td>486</td>
</tr>
</tbody>
</table>

There were certain employees who failed to complete the questionnaire and hence the total population under study was 486 in total excluding the non-respondents who were 11 in number.

**Company I**

All respondents from Company I have a common goal to create exclusive healthcare software products to revolutionize the healthcare industry. Healthcare IT
products are a great boon to the industry as it can help clinician’s access health records. It also helps patients document their health history in electronic record form. There is need for software programs to transfer data in written format to electronic form for access by healthcare professionals such as doctors, nurses. This industry is experiencing a revolution as medical science is turning to products to make the healthcare experience of patients cost effective. Health care is a value business area that has seen growth even during times of recession.

The company’s leadership team was committed to implementing an employee organization strategy as it had undergone two recent mergers. The management was experiencing very high attrition rates. There was a need for employee engagement as a key people strategy to retain critical skills within the organization as well as plan exit of disengaged staff not aligned to organization goals. The population under study was around 1990 employees based in Chennai where a 10% of the sample around 199 employees were considered for the study.

Company II
All respondents from Company II have a common goal to create exclusive financial software products to revolutionize the Banking and Insurance industry. The Banking Industry requires cutting end technology software to handle the large volumes of data in a confidential and secure environment. Customer confidentiality, accuracy in data and ability to handle large volumes of data create the need for automation and less manual actions. There is huge demand for IT software that needs to be constantly upgraded to ensure the fast changing needs of the industry. At present the banking and insurance industry is facing pressure to become digitalized. Skills such as data analytics, mobility and automation testing are in high demand.

The company has undergone a demerger triggering a change management initiative that has resulted in a lot of changes to the organization structure. The management has introduced a series of employee engagement measures to make it highly attractive to recruit employees with niche skill sets who are good at supporting their software security programme. The population under study is around 1400 employees where a 10% of the sample around 140 employees were covered by the study.
Company III

All respondents from Company III have a common goal to create exclusive financial software products to revolutionize the ecommerce industry. The world of business is fast moving towards retail on the internet. Customers require cutting edge technology software to help make purchases on the internet in a secure environment. There is huge demand for IT software that needs to be constantly upgraded to ensure the fast changing needs of the industry. Digitalization is the key and access to data mining, data analytics, mobile payments, tools to prevent hacking and security software are in great demand to help turnaround the organization.

The company has undergone a restructuring exercise for splitting the organization triggering a change management initiative. A new leadership team has taken responsibility to drive the changes. Employee Engagement strategy is being devised to reduce the exits. The HR team is working on change management initiatives to help the organization remodel itself and want to improve trust and engagement levels. The population under study is around 1580 employees where a 10% of the sample included 158 employees were being considered for the study.

3.8 Data Source

The primary data was collected from the questionnaire. The secondary data collection is through discussion with Subject matter experts from academic and HR Practice, Newspapers articles and Journals.

3.9 Pilot Study

A total of 50 employees as part of convenience sampling were considered for the Pilot study. The researcher was able to administer the questionnaire and record the time taken for completion. The respondents were asked to identify any ambiguities or difficult questions and to assess whether each question gives an adequate range of responses. The respondents had no major issues with the questionnaire.

The Likert’s 5 point scale was used to help employee identify which statement described the employee experience. This study partly relied on previously developed
and validated instruments. All scales used in this study were developed in the English language as the employers were Global IT organizations that recruited employees based on knowledge of English skills, a prerequisite for hire.

3.10 Validity and Reliability

Validity is a process of ensuring that the instrument measures what it intended to measure as well as appropriate for the sample population. It also ensures that the questionnaire is comprehensive enough to collect the required data needed for the purpose of the study. The recommendation of the experts regarding the validity of the instrument, the acceptance and usage of the instrument by earlier researchers and HR Professionals was a criteria for inclusion in the study.

- The face validity of the tool constructed was established by giving it to 5 experts to ascertain the following.
- The items measured what they were supposed to measure. This was done by relating each item of the scale to the operation definition of the scale.
- Adequate representation was given for each dimension of the study.
- The items were worded and sequenced with care.
- The scoring of each item and the overall interpretation of the scale was accurate.

<table>
<thead>
<tr>
<th>Indices</th>
<th>Suggested Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>P Value</td>
<td>$&gt; 0.05$ (Hair, Anderson, Tatham and Black 1998)</td>
</tr>
<tr>
<td>GFI</td>
<td>$&gt; 0.90$ (Hu and Bentler, 1999)</td>
</tr>
<tr>
<td>AGFI</td>
<td>$\geq 0.90$ (Hair, Anderson, Tatham and Black 1998)</td>
</tr>
<tr>
<td>CFI</td>
<td>$\geq 0.90$ (Hu and Bentler, 1999)</td>
</tr>
<tr>
<td>RMR</td>
<td>$&lt; 0.08$ (Hair, Anderson, Tatham 2006)</td>
</tr>
<tr>
<td>RMSEA</td>
<td>$&lt; 0.08$ (Hair, Anderson, Tatham 2006)</td>
</tr>
</tbody>
</table>
The data collected during the pilot study was analysed and Confirmatory Factor Analysis was done to test the reliability of the questionnaire. The results were compared in line with the suggested values in Table 3.10.1 and Table 3.10.2.

Table 3.10.2 Suggested Value of Reliability Analysis

<table>
<thead>
<tr>
<th>Index</th>
<th>Suggested Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
<td>&lt; 0.6 are considered Poor</td>
</tr>
<tr>
<td></td>
<td>≥ 0.6 to 0.7 considered acceptable</td>
</tr>
<tr>
<td></td>
<td>&gt; 0.8 are considered Good (Sekaran, 1992)</td>
</tr>
</tbody>
</table>

Table 3.10.3 Confirmatory Factor Analysis of HR Drivers

<table>
<thead>
<tr>
<th>Statistical Values</th>
<th>HR Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LC</td>
</tr>
<tr>
<td>No of items before confirmatory test</td>
<td>7</td>
</tr>
<tr>
<td>Chi-Square Value</td>
<td>2.488</td>
</tr>
<tr>
<td>P Value</td>
<td>0.477</td>
</tr>
<tr>
<td>GFI</td>
<td>0.998</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.990</td>
</tr>
<tr>
<td>CFI</td>
<td>1.000</td>
</tr>
<tr>
<td>RMR</td>
<td>0.029</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.000</td>
</tr>
<tr>
<td>No of items after test</td>
<td>5</td>
</tr>
<tr>
<td>Cronbach’s Alpha</td>
<td>0.83</td>
</tr>
</tbody>
</table>


From the above table it is found that the calculated P value of HR Drivers Leadership Connect, Job Enablement, Work-life Balance, Managerial Credibility, Career Development, Career Development, Organization Brand and Recognition and
Benefits are greater than 0.05 (Hair et al. 1998) which indicates perfect fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) is greater than 0.9 (Hair et al. 1998) which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is above 0.97 (Hu and Bentler, 1999) for all the dimensions which means that it is a perfect fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean square Error of Approximation) value are less than 0.10 (Hair et al. 2006) which indicated it is perfectly fit.

Cronbach’s Alpha coefficient less than 0.6 are considered poor, above 0.6 to 0.7 are considered acceptable and above 0.8 are considered good. Since the Alpha reliability scores of HR Drivers Leadership Connect, Job Enablement, Work-life Balance, Managerial Credibility, Career Development, Career Development, Organization Brand and Recognition and Benefits are all above 0.7, the scale can be considered acceptable and reliable.

**Utrecht work engagement scale: Schaufeli, W.B., and Bakker, A.B. (2003)** defined employee engagement as a “positive fulfilling work related state of mind that is characterized by Vigor, Dedication and Absorption.” Vigor is “willingness to invest effort in work and persistence when facing difficulties.” Dedication is characterized by a “sense of significance, enthusiasm and challenge.” Absorption is the “sense of being fully concentrated and happily engrossed in work.” Thus job engagement can be assumed to be the positive opposite of burnout. In short it can be defined as a positive psychological state leading to positive employee performance which benefits organizations.

The Utrecht work engagement scale (UWES-17) was used to measure work engagement in this study. The 17-item version consists of three factors, namely Vigor (VI) (six items), Dedication (DE) (five items) Absorption (AB) (six items). The internal consistency of the three scales of the UWES is good. That is, in all cases values of Cronbach's $\alpha$ are equal to or exceed the critical value of 0.70. Nunnally, J.C., and Bernstein, I.H., (1994).

**Turnover Intention Scale:** TIS-6 was developed by Bothma, C.F.C., and Roodt, G. (2013). It is a reliable and valid measure to assess the construct turnover
intention and to validly predict actual turnover behaviour, as was suggested by Muliawan et al. (2009).

An exploratory factor analysis (EFA) established that the TIS-6 is a one-dimensional construct, thereby confirming the construct more specifically the factorial validity. The overall reliability (α = 0.80) of the TIS-6 is on an acceptable level, thereby confirming the reliability of the scale. The TIS-6 could significantly distinguish between leavers and stayers (actual turnover), thereby confirming its criterion-predictive validity. The scale also established statistically significant differences between leavers and stayers in respect of a number of the remaining theoretical variables used in the study, thereby also confirming its differential validity. These comparisons were conducted for both the 4-month and the 4-year period after the survey was conducted.

3.11 Tools used for the Study

The tools for data collection were decided based on the research design, the objectives of the study, the hypothesis and the review of literature. The tool design was based on review among a panel of subject matter experts. The sample consisted of HR Professionals who had hands on working knowledge in the field of Employee Engagement.

The researcher used the following scales to gather the data for the study.
1. Socio Demographic Profile of the respondents
2. HR Drivers - Self Structured

3.12 Variables

1. Section A of the Questionnaire consisted of demographic variables such as Place of Birth, Decade of Birth, Gender, Educational Qualification, Professional Qualification, Family Type, Designation, Total experience
within the same company and Total years of experience. These variables described the workforce diversity of the respondent profile.

2. Section B of the questionnaire consisted of 7 Factors and measured the quality of HR Drivers. The scores ranged from Strongly Disagree to Strongly Agree.

3. Leadership Connect was measured using 5 items.
4. Work-life Balance was measured using 7 items.
5. Job Enablement was measured using 6 items.
6. Managerial Credibility was measure using 7 Items
7. Career Development was measured using 5 items.
8. Organization Brand was measured using 7 items.
9. Recognition and Benefits was measured using 5 items.
10. Section C of the questionnaire consisted of 17 items from the standardized tool UWES scale measuring Employee Engagement.
11. Section D of the questionnaire consisted of 6 items from the standardized TIS Scale measure Turnover Intention.

3.13 Data Collection

The Questionnaire was selected to collect the data for the research. As a tool, it saved both time and cost and is easy to manage as employees are familiar with this popular process of collecting data of confidential nature. It also is the right tool for analysing large volumes of data. It is the appropriate tool for the research design as it enables the measurement of responses in a standardized form. It provides the researcher with data that describes the phenomena in the natural setting and appropriate diagnosis of the problem.

Questionnaires were then distributed to these respondents. The respondents belonged to different organizations and were asked to record their perception of the various employee engagement practices and HR Drivers was recorded. During the distribution process, the academic purpose of the study was reinforced and the respondents were informed that participation was optional and that one could withdraw at any stage, if they felt that they did not want to continue with the
questionnaire. Respondents were given a week to complete the questionnaires. After the week passed, the completed questionnaires were collected.

3.14 Operational Definitions

**Leadership Connect** refers to the conscious effort of the Organizational Leadership to establish high levels of communication with all employees across all levels in the organization. The task of leadership is to ensure that employees perceive how their specific task contributes to the overall business objectives and its achievement and thus create a meaningful work environment.

**Job Enablement** describes a sum of the procedures, structures and systems that decide the extent to which the employees are engaged in an organization with specific reference to the Role or Job they are assigned to deliver. The distribution of authority, accountability and responsibility to help execution and decision making is a key attribute for Job Enablement.

**Work-life Balance** refers to overall HR policies that promote Health and well-being. Work-life Balance policies reduces burnout by creating an environment where employees are able to prioritise home and work responsibilities equally. Such employees experience a better quality of work-life. Work from home options are a great boon to this industry.

**Managerial Credibility** refers to the employee perception of the responsibility and accountability assigned to managers. Managerial skills enable good interpersonal relationship with employee. It is important that they efficiently manage the employees reporting into them to achieve organisational goals.

**Career Development** refers to organizations creating Career Maps to enable employees develop and take up a wide variety of roles that provide dual benefits such as employee development and organization growth. This in simple terms refers to Professional Growth opportunities which is always a positive sign of a healthy and growth oriented work atmosphere.
**Organization Brand** refers to a powerful psychological tool that closely links the individual identity of the employee with Organisation Brand value which in turn influences perceived identity of the employee in the eyes of the family.

**Recognition and Benefits** refers to the overall rewards program that organization designs and distributes across its employees as reward for the labour of effort that the employee has put into completion of the tasks.

**HR Drivers** is a multiconstruct encompassing all the HR policies of the organization with an intent to help organization to achieve its business goals.

**Employee Engagement** is a psychological state of the mind of the employee during work. Some of the behaviours observed in the employee are higher dedication, absorption, focus and positive energy levels. This positive attitude gets converted to positive behaviours that have a significant impact on business outcome at the work place.

**Turnover Intention** is the conscious decision to leave the present organization for a different opportunity of perceived higher value to the employee. This results in huge cost burden for the organisation while finding a replacement. Turnover Intention is an attitude that can result in a behaviour outcome of attrition. It is a metric that can support HR department to plan of retention strategies.

### 3.15 Statistical tools used for data analysis

Data analysis was done with the aid of Statistical Package for Social Sciences - Version - 20. The variables were coded in SPSS and the following statistical methods were applied to get the results which were then analysed.

1. Descriptive Statistics was used to summarize and analyse Quantitative data. Percentage analysis was used to review how different categories of values are distributed in the sample.
2. Inferential Statistics involved the usage of various tools such as Chi – Square Test to determine the association among variables.
3. Friedman test to measure the perception of mean ranks of HR Drivers.
4. Karl Pearson Correlation was used to determine the relationship among variables.
5. Regression analysis was used to determine the statistical relationship between more than two variables.
6. Analysis of Variance (ANOVA) was used for judging the significance of more than two variables.
7. T-test was used for judging the significance of difference between variables
8. Structured Equation Modelling (SEM) for Data Analysis and derivation of conceptual model.

3.16 Limitations of the Study

The study is limited to sampling of employees from Information Technology companies in Chennai. Hence the findings may not be generalized to other industries such as Engineering, Automobile, Banking, Healthcare etc.

The use of self-reported data is another limitation. The perception of the employee influences responses which inherently can be a limiting factor. The main drawback of self-reported data is that respondents may provide socially desirable answers in order to increase their chances of looking good in front of others. To reduce this, the study emphasized the respondent’s anonymity.

The intention to leave the organization is a highly sensitive to the employee to share. The researcher reiterated that the information regarding the organization or individual data provided will not be shared. Respondents were encouraged to participate without any fear or bias.

It is not practically possible to include all the HR Policies and hence only key HR Drivers were taken into consideration.
3.17 Ethical Consideration

Ethical consideration implies that consent, privacy and the confidentiality of data were recognized, all throughout the study.

The participant’s individual names, organization details were not used in the study. All efforts were taken to retain confidentiality through the research process. The contact details of the researcher was provided so that respondent could be contacted for any enquiries. When there were questions and concerns regarding the questionnaire, researcher responded on phone and provided sufficient information to ensure respondents understood the nature and objectives of the study.

3.18 Challenges Faced by Researcher

1. The researcher faced challenges in obtaining permission from various IT companies due to the confidentiality involved in change management initiatives involving mergers and demergers.

2. Measuring intention to leave was a sensitive topic and hence employee who wished not to participate in the survey or who failed to share the data had to be excluded from the study.

3. The researcher faced a lot of difficulty in following up with respondents to return the questionnaire as per the deadline. Some of the respondents were prompt and the researcher had to do multiple follow ups to complete data collection.

3.19 Organization of the Thesis Report

This thesis is presented over five chapters.

Chapter I has introduced the chapter in relation to the dimensions being studied as well as the rationale for the study.
Chapter II provides an analysis of the literature related to HR Drivers, Employee Engagement and Employee Turnover Intention and related constructs.

Chapter III explains the methodology that is being followed for the study with specific reference to the research design and implementation strategy.

Chapter IV focus is on the analysis of the data and the interpretation of the data obtained from the questionnaire.

Chapter V will summarise the main findings and will provide an overview of the recommendations by the researcher. The chapter will commence with the conclusion.