Chapter III

Research Methodology

This Chapter presents the details of research methods used in the study. The first five sections (3.1 to 3.5) describe the basic methodological aspects of the present study. The other sections (3.6 to 3.9) describe the data used for the study, which include ‘type of data’, ‘data collection’, and ‘questionnaire’, includes the details pertaining to the Relevant Research tools used for the study. The ‘sampling method’, ‘method of collecting data’, ‘statistical tools’ and the reasons for choosing personal interview have also been explained in this chapter.

3.1 Research Problem

In an organization, there is nothing more crucial than fitting the right employee in the right position, or else you would be trying to fit a square peg in a round hole. When people do jobs that just don't suit their liking, inclination or temperament, the results, or rather the lack of them will be obviously disastrous. Low productivity, dissatisfaction, low morale, absenteeism and other negative behaviors will become typical till the employee is shown the door. Otherwise, there is another option –
Talent Management, which is “a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs”.

Organizations need to have a vision and a well defined strategy on hiring for the future. India has become the outsourcing capital of the world and this has created its own set of HR challenges. India’s biggest problem is that potentially qualified engineering graduates are becoming scarce. Despite large population, the supply of engineers cannot keep up with the sharply increasing demand.

3.2 Objectives of the Study

The study aims at exploring, in detail the following in the context of IT and BPO sectors:

1) To Study the employee understanding of Talent Management strategies in select companies.
2) To Study the Performance work culture of select companies
3) To study the perception of the employees regarding Work Life Balance.
4) To understand the employee retention strategies and ascertain the causes of attrition, based on employee satisfaction levels.

5) To suggest ways and means of improving talent management process on a sustainable basis.

3.3 Scope of the study

The scope of the study is wide from a concept point of view, because it covers major aspects of Talent Management Strategies and challenges. However, from an empirical point of view, the scope of the study is narrow. On the aspect of talent management strategies and challenges, the study confines to Hyderabad, Andhra Pradesh. The study explores talent management practices in the select IT and BPO sectors in Hyderabad. The study confines to identification and acquisition of talent by the organizations. For this purpose researcher identified only four talent related attributes, viz., ‘Awareness of talent management strategies’, ‘performance culture’, ‘work-life balance’ and ‘retention management.'
3.4 Hypotheses of the Study

The following hypotheses are formulated for testing in the study:

H1 The success of Talent management efforts in an organization is dependent upon the employee’s awareness about how to achieve better level performance.

H2 The performance work culture has a considerable impact on the talent management practices in Organizations.

H3 The commitment of top management ensures to Work-life Balance among employees promote the Talent Management in the organization.

H4 There is a relationship between Talent Engagement and Employee’s retention.

H5 Increase in monetary benefits significantly reduce the employee attrition.
3.5 Assumptions of the Study

A number of important underlying Assumptions of the present study include the following:

1. It is assumed that the present research is consistent with recent research in the area of Talent management practices (Ph.D. thesis of Neha Mohan 2004);

2. The research objectives mentioned in the study can be meaningfully examined in a cross sectional analysis;

3. Talent management becomes highly integrated and spreads to all levels of the organization;

4. Talent management extends deep into the organization chart, but related components remain compartmentalized;

5. The number of the sample population was willing to participate in the research study; and

6. The survey instrument schedule is a meaningful method for gathering the range of data needed to answer the hypotheses.
3.6 Research Design

The present study is exploratory in nature. i.e. to explore the talent management strategies and challenges in IT and BPO sectors. Primary data for the study was collected from the employees of IT and BPO sectors in India. Two BPOs and Two Software companies have been selected from Hyderabad by using a Stratified Random Sampling method. Respondents considered for the Study were employees from the HR Managers and Executive cadres of the organizations. Researcher took great care to ensure that the samples were suitably random and as representative as possible by selecting the respondents from different departments and divisions within each stratum.

3.7 Data used for the Study

The study uses Primary and Secondary sources of data for the purpose of collection of primary data. The Researcher used both questionnaire method and unstructured interview method.

For the HR professionals, unstructured interview method was administered. The interview questions were framed to detect the participants’ experience and outcome by story telling – describing some
strategic issues they encountered and how they were dealt within their organizations. The main aim was to probe participants’ experience in terms of the constructs, premises, presumptions, presuppositions and practices that drive what and how strategic decisions were made and implemented in their organizations.

For the Executive level employee’s questionnaire method was administered.

QUESTIONNAIRE

The Researcher focused on a comprehensive set of workplace practices that influence employee motivation, commitment and willingness, and desire to achieve at work. The Researcher identified these practices and a deep understanding of typical organizational programs to ensure that the questionnaire covered the broadest spectrum of tangible and intangible aspects of the work environment. As a result, the questionnaire included items about the full range of reward practices, leadership and management effectiveness, communication, culture and attributes related to these tangible and intangible aspects. By this questionnaire, the Researcher tried to find out the effectiveness of
such talent management initiative as well as the satisfaction levels of the employees, consisting of 200 respondents (GENPACT – 45, Servizol – 45, Sitel Nipuna – 50 and Cognizant – 60), covering executive level employees of select IT and BPO sectors, and questionnaire consists of 58 Questions.

The Researcher aimed at exploring the contribution of four Talent Management Attributes, viz., and ‘Awareness of talent management strategies’, ‘performance culture’, ‘work-life balance’ and ‘retention management’ will contribute to talent management practices. The questions covered the respondent’s perceptions on strategic talent management contents, process and context and their evaluation in terms of talent management program and its impact on organizational activities and performance.

3.8 Sampling Design

Sampling Design consists of Sampling Universe, sampling frame and sampling method.
3.8.1 Sampling Universe

This tells about the sample population. All the Software & BPO Companies in India are considered as sample population.

3.8.2 Sampling frame

Sampling frame which tells about type of the companies are taken for sample to study i.e., all the software & BPO Companies in Hyderabad which has incorporated Talent Management strategies with minimum number of employees 200.

3.8.3 Sampling method

By using a Stratified Random Sampling method, two (2) BPOs and two (2) Software companies have been selected in the first stage. The second stage consists of selecting the Corporate HR professional and Executive level Employees from the select companies, and finally on a random basis 30% of the respondents are selected from the above companies of BPO & IT.
3.9 Data Collection

This section consists of Geographical coverage and Method of collecting the Data.

3.9.1 Geographical Coverage

Keeping in view the cost, time and effort involved for the study, only one state has been chosen for the study. It was finalized that the study be conducted in Hyderabad for the exploration of Talent Management Strategies & Challenges and Respondents were chosen from Andhra Pradesh, Hyderabad and the companies are as follows: GENPACT, SERVIZOL, COGNIZANT and SITEL NIPUNA.

3.9.2 Method of collecting the Data

For exploring the contribution of Talent management strategies and challenges of present study, 200 executive-level employees of the select IT and BPO companies were selected and questionnaire was circulated among the employees at the participants’ work place, some at cabs where they travel, some at private places, e.g., at the participants’ get-to-gather parties and on weekends at their friends’ places, etc. The questionnaire which included 58 questions of four Talent Management
Attributes, viz., ‘Awareness of talent management strategies’, ‘performance culture’, ‘work-life balance’ and ‘retention management’ that will contribute to talent management practices. Respondents’ perceptions were investigated through a self-administered questionnaire which included different pattern of questions, as shown in Table 3.2 below:

Table 3.1: Type of questions used in research

<table>
<thead>
<tr>
<th>Number of questions</th>
<th>Type of Question</th>
</tr>
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<tbody>
<tr>
<td>Seven questions about respondents</td>
<td>Demographic information</td>
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<tr>
<td>Four questions are</td>
<td>Bipolar questions (Yes/No)</td>
</tr>
<tr>
<td>Remaining 47 questions are based on</td>
<td>Likert’s scale</td>
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<tr>
<td>Three-point and Five-point</td>
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The scaling pattern was also explained. The responses were collected for all the questions, and the ratings noted down carefully. Any doubts regarding the questions or ratings were clarified immediately. The data collection took place during the year 2008.
Regarding HR professionals, interviews were taken at their office and at conferences they attended. However, before the interview began, participants’ were informed of the tenets of strategic talent management to ensure that the experiences they described were related to issues of a talent management nature and not confined to day-to-day operational matters.

3.9.3 Statistical Tools and Techniques used in the Study

For analyzing the primary data, statistical tools have been used in the Research Study, which included the following:

1. Frequency Tables

2. Chi-square test; and

3. Factor analysis

The SPSS software package 10.1 version has been used for the purpose of analysis.

3.9.4 Secondary data collection methods consisted

- HR Policies, Procedures
- Organization’s Performance Management Systems (PMS)
• Employee Satisfaction Surveys conducted by the Organization and survey consultants
• Hierarchy and Leadership profile of the Select Companies
• Innovative HR Practice White Papers of the companies
• National and International Journals.

To sum up, qualitative research methodology was employed in order to achieve the objectives of the study, to interpret the results of the situation and to understand the reality working behind the responses of the respondents.