CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

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CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction:

The purpose of this chapter is to discuss the research methodology of this study. The research design and procedures followed for this descriptive study were used to answer questions concerning the objectives of this study. The chapter contains the sections explaining approach to the problem, objectives, hypotheses, research design, research methodology, data collection, scope and limitations of the study.

3.2 Approaches to the Problem:

With reference to the review of literature and previous researches as well as the opinions of famous theorists, the researcher has considered the following points to develop proper approaches and right direction to the research project. The important points concerning job satisfaction which are as under:

3.2.1 Relativity of Job Satisfaction: The concept of job satisfaction is relative term. It changes from time to time. The primitive man certainly had experienced job satisfaction or dissatisfaction. From primitive stage to every stage of human civilization there must be the all levels of job satisfaction in existence. Being job satisfaction is an emotional state of mind, the level of job satisfaction changes with the changes in rewards, conditions, job security and interpersonal relations. These all situations always change with the time, but the standard mindset in the context of job satisfaction doesn’t change. For instance, previously, Kings or rich people were deriving higher level of satisfaction by using BUGGY driven by horses, covered by KHUS curtains sprinkled by water and perfume. Presently, higher class people probably can derive the same level of satisfaction by driving a branded AC car having
fresheners and perfumes inside. If we transfer the King from BUGGY to AC car then he may derive much higher satisfaction than that of the higher class person of present age because the king and the higher class person both have equal level of satisfaction originally. Now the king is getting something very great in the form of AC car which will boost the satisfaction level very high. Alternatively, the king may get lower level of satisfaction from AC car because of the feel of insecurity as AC car is something very strange and fearful object for him. In short, the level of satisfaction for the same situation may higher or lower for different persons, in different contexts. Therefore the term job satisfaction is relative term.

3.2.2 Perception Base of Job Satisfaction: Followed by relativity another feature of job satisfaction is Basis of Perception. The level of job satisfaction changes due to change in the perception of people. Perception of a person about the job is always based on certain criteria or certain expectations from the job performance. These criteria or expectations are rewards, working conditions, job security and interpersonal relations. Here we are now focusing only on the organizational factors. Every person has specific or unique way of thinking that results in deciding the priorities while forming such perceptions. Everybody knowingly or unknowingly gives ranking to these organizational factors in the order of importance supported by his or her emotions. There would be wide variations in the ranking given to these factors by the worker in any organization or in a given region or country. Based on these perceptions, people form their particular level of job satisfaction.

3.3 Reason for Choice of the Topic:

The researcher strongly believes that most of the problems in any business organization are arising due to mismanagement. The current scenario in the
global business world has a lot of problems which are mainly associated with HR management. The satisfied Human Resource will certainly lead organizations, societies, countries and finally the world to the vertex of the pyramid of success. The researcher wants to contribute significantly towards the attainment of higher level of job satisfaction among the workers which may lead to the well being of mankind. Higher productivity, professionalism, global village concept, organizational commitment, virtual organization concept and many other modern notions will be the milestones in the path of this success. Thus the researcher has undertaken this project.

The researcher wants to study the contribution of these organizational factors which strongly affect the level of job satisfaction. Thus, it is necessary to know the behavior of the organizational factors in the construction of job satisfaction of any worker. No research has been conducted on this issue till today, especially in Pimpri-Chinchwad industrial area. Therefore this topic has been chosen for research.

3.4 Title of the Thesis:

The title of the thesis is, “CONTRIBUTION OF ORGANIZATIONAL FACTORS IN WORKERS’ JOB SATISFACTION WITH SPECIAL REFERENCE TO MEDIUM AND LARGE SCALE INDUSTRIES IN PIMPRI-CHINCHWAD”

3.5 Objectives of the Study: Following are the main objectives of this research:

1. To study the organizational factors of job satisfaction and their contribution in workers’ job satisfaction.
2 To measure the percent contribution of organizational factors in the job satisfaction of workers in Pimpri-Chinchwad industrial area.

3 To suggest how percent contribution of organizational factors in the workers job satisfaction and their interdependence would be useful in calculating the level of workers’ job satisfaction and for the future research.

4 To provide scientific suggestions and recommendations in problem areas through the improvement in the level of job satisfaction.

3.6 Hypotheses of the Study: The researcher aims at proving the following hypotheses:

3.6.1 Hypothesis 1: The contribution of job security in workers’ job satisfaction is the most significant as compared to other factors since this factor provides higher level of job satisfaction for longer period.

3.6.2 Hypothesis 2: There is no significant difference between shares of job satisfaction components of Medium and Large scale industries.

3.6.3 Hypothesis 3: The organizational factors of job satisfaction are inter-related and inter-dependent for measuring workers’ job satisfaction.

3.7 Research Design and Methodology:

The present study determines what level of influence organizational factors has on workers’ job satisfaction. Also being examined was the percentage contribution of each organizational factor in the job satisfaction of worker. The researcher sent research questionnaire to 500 workers in various industrial organizations by visiting personally to the workers in the selected industries. The research package contains a cover letter stating the purpose of the study, the importance of the study and a confidentiality statement (Appendix I), a
copy of the questionnaire (Appendix II), since no names were taken, no follow-up surveys were distributed.

3.7.1 The Universe:

This study is undertaken to find out the contribution of organizational factors in workers’ job satisfaction in Pimpri-Chinchwad area. By the end of 2007 the total number of industries in this area are 6195 consisting of 54(large), 621(medium), 5520(small) industries.¹

The researcher has considered only Medium and Large Scale Industries as respondents for this research. It would be more useful to have data from only medium and large scale organizations as the responses from their employees would be more reliable. The level of professionalism, level of education of workers, proper organizational structure etc. are better available in medium and large-scale organizations in comparison with small-scale organizations. Due to these reasons the impact of professional HRM functions is better available in medium and large scale organizations.

Therefore Small Scale Industries are not taken in to consideration for this research. Survey questionnaire were provided to the workers containing the questions based on the objectives of this research.
3.7.2 Selection of the Sample:

Selection of the Sample: Total 398 Workers replied as respondent on the basis of following criterion:

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Industry</th>
<th>No.of Industries surveyed</th>
<th>Total No.of Respondents Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Industry with workers from 100 to 500 Nos</td>
<td>10</td>
<td>245</td>
</tr>
<tr>
<td>2</td>
<td>Industry with workers more than 500 Nos</td>
<td>04</td>
<td>153</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>14</td>
<td>398</td>
</tr>
</tbody>
</table>

3.7.3 Reference Period:

The primary and secondary data as on 31-10-2010 was taken into account. However the information about the business development of the companies has been taken for almost last five years 2005-2010.

3.7.4 Techniques of the Analysis:

The data collected in the form of questionnaire answered by the respondents from selected industries. The information collected was processed and tabulated suitably by highlighting all the parameters. The theoretical information was converted in numbers by ranking the Likert scales. While analyzing the data and testing of hypotheses statistical tools like mean, standard deviation, correlation, regression, test statistics were used with the help of M.S.Excel, and SPSS. For the presentation of the data, tables, charts, bar diagrams are used.
3.7.5 **Parameters:** Following are the determinants of job satisfaction which are taken as parameters for the purpose of this research project:

Pay and Perks: This includes salary structure, perquisites, bonus, incentives, subsidized food, subsidized commutation etc.

Promotion and Benefits: This consists of future job prospects, stability, job security, awards or rewards, performance bonus etc.

Nature and Conditions of work: This includes the nature of job, quality and sufficiency of the equipment provided, necessary health and safety requirements, production targets, level of authority and responsibility etc.

Job Security: Requirement of worker’s services for a longer period, sense of belongingness, fulfillment of family and personal needs for considerably longer period creates relaxation in the mind of workers.

Relations with Superiors: Here communication, level of discretion, trust, empowerment, understanding between the worker and supervisor is the main concern.

Relations with Co-workers: Mutual co-operation, comparative division of work, formal and informal groups, moral support, team attitude, seniority issues, inter-personal problems and conflicts are the important sub-factors.

3.8 **Tools used for Collection of Data:**

The Primary and Secondary data was collected for the purpose of this study from different sources as under:

3.8.1 **Primary Data:**

Primary data has been collected by conducting survey in the selected industries in Pimpri-Chinchwad industrial area. The personal interviews of
workers were conducted through which the responses of the workers were taken with the help of well constructed questionnaire.

The work of data collection for the purpose of this research was done with the help of questionnaire by conducting personal face to face interviews of the respondents. The necessary care has been taken to keep all the information confidential to the extent it is required. All the respondents were given such an atmosphere which was entirely free from any pressure helping the respondents to be honest with their true opinions. They have been given enough time and assistance to answer the questionnaire. The questionnaire has also been translated in Hindi language for better understanding of the respondents who were not comfortable with English.

Thus maximum possible care has been taken to ensure the accuracy and reliability of the collected data for this research.

3.8.1.1 Questionnaire:

The primary instrument of this study was a questionnaire. The questionnaire was developed with an intention to judge the responses of the workers in connection with all the parameters influencing the job satisfaction of the workers.

The questions are pertaining to these parameters 1) Pay and Perks, 2) Promotion and Benefits, 3) Nature and Conditions of work, 4) Job Security, 5) Relations with Superiors, 6) Relations with Co-workers. The questionnaire contains 30 questions in all about the parameters for getting information from the respondents. The total 30 questions are divided in six parameters. Every parameter has five questions in the form of Likert Scale. (Five rating scale from 1 to 5 starting from Strongly Disagree to Strongly Agree at the end).
Every question thus has minimum 1 and maximum 5 marks. The marks for every question and total marks for every parameter and overall total has become the base for all statistical analysis and interpretation.

An introductory and directional paragraph was placed at the beginning of the questionnaire. A cover letter preceded the questionnaire. The cover letter stated the purpose of the study, its significance and a confidentiality statement.

The questions were answered using a Likert type scale. To determine the percentage contribution of individual organizational factor in the actual job satisfaction of the workers. A five-point scale was used with one being strongly disagree and five being strongly agree. The higher the rating, the higher the contribution of the factor will be there. The questions were designed in positive way so as to match the ratings with ascending order of satisfaction.

The last section of the questionnaire was used for the demographics of the sample. The primary purpose of this section was to collect basic information from each respondent, pertaining to both them and the organization. The questions are on the demographics of gender, length of time with organization, industry type and organization size. Following the demographics section was a place for individuals to place any comments they had. Most of the respondents gave the demographic details only about the length of the service, age and marital status.

3.8.1.2 Discussions and Interviews:

Personal discussions were conducted with Managers, Professionals, Industry Experts and Academicians. This has added so much value and helped to work faster in the right direction on the research work.
3.8.1.3 Observations:

Observation method has also been used to collect data. For the purpose the researcher attended a few training programs for workers in medium scale industries, just as an observer. Participated some promotional activities of Companies and had observations of the behavior of workers and executives.

3.8.2 Secondary Data: The secondary data has been collected for this project from the following sources:

1. Industrial Directory-MIDC Pune zone.
2. Published sources such as books and journals.
4. Master and Ph.D. theses in the related area.
5. Websites and search engines on the internet.

3.9 Significance of the Study:

Job satisfaction is widely discussed concept in Human Resource Management which possesses high degree of significance in productivity, labor turnover, and longer sustainability of any business organization.

Satisfied labor force becomes the strength of any industry. The focus in this study is mainly on the contribution of organizational factors in the process of job satisfaction. The workers’ job satisfaction depends upon internal organizational factors as well as external factors. It is necessary to know the impact of the internal organizational factors on attainment of job satisfaction as they are controlled by organization.

(Note: It is necessary to clarify here that, for the purpose of this study the term ‘job satisfaction’ is written in the context of job satisfaction based only on
organizational factors. Therefore it is requested to take note of this throughout the further discussion in this Thesis.)

Job satisfaction of a worker depends upon following internal factors. There are many theories reveling importance of job satisfaction and its impact on productivity.

The determinants of job satisfaction are:

1. Pay and Perks,
2. Promotion and Benefits,
3. Nature and Conditions of work,
4. Job Security
5. Relations with Superiors,
6. Relations with Co-workers.

The significance of these factors in job satisfaction is substantial; however the actual contribution of each of them has to be measured. This will enable us to produce a model helping decision makers to focus on these factors based on the percentage contribution made by each factor and their interdependence.

There is a need to have a scientific approach while treating the workers in this context. Employers must develop a system to concentrate on each factor while making policy. This model will help to bring about the improvement in each of the above areas and to establish the most accurate cause and effect relationship between ‘organizational factors’ and ‘job satisfaction’.

As far as first two of the above factors are concerned they involve financial matters. Hence decision makers have to go for analysis for introducing any change. Whereas in case of next three factors, financial implication is
considerably less, but it certainly helps an organization to show higher performance with necessary improvements in the policy and interpersonal relations.

These all aspects can be evaluated scientifically with the help of this model.

3.10 Scope and Limitations of the Study:

1 Fourteen industries consisting of four large scale and ten medium scale industries which are considered as first stage sample size, as representative organizations for the study.
2 Only internal organizational factors are taken in to consideration for the purpose of carrying out this research.
3 Industries in which more than 100 workers are employed were selected for survey.
4 Industries from Pimpri-Chinchwad industrial area were selected where mostly mechanical engineering and automobile industrial units are in majority.
5 The responses were collected from 398 workers from the selected organizations.

3.11 Chapter Scheme

3.11.1 Introduction:

This chapter covers the discussion about the importance of Job Satisfaction in Organizations, theoretical Framework and theories of Job Satisfaction that are important for this research project.
3.11.2 Review of Literature:

In this chapter, following points are included: Introduction about the literature review, actual review of Job Satisfaction literature and previous researches and Summary. It contains a valuable literature on job satisfaction and its determinants. Articles, Research Papers, Theses, Surveys and Books are reviewed on the topics associated with job satisfaction and conclusions have been drawn from these extracts.

3.11.3 Research Design and Methodology:

This chapter discusses the research methodology of the complete project for this research work with respect to the points like Approaches to the Problem, Reason for Choice of the Topic, Title of the Thesis, Objectives of the Study, Hypotheses of the Study, Research Design and Methodology, Tools used for Collection of Data, Significance of the Study, Scope and Limitations of the Study, Chapter Scheme.

3.11.4 Profile of the Companies:

The chapter includes the information about all the 14 selected industries from Pimpri-Chinchwad area for the research project. There are 4 large-scale industries and 10 medium scale industries under consideration.

3.11.5 Analysis and Interpretation of Data:

In this chapter, the analysis of Workers Demographics Details, Overall Satisfaction of the workers and analysis of Opinion of Respondents about Job Satisfaction with respect to the parameters i.e. Pay and Perks, Promotions and Benefits, Nature and Conditions Of Work, Job Security, Relations with
Superiors, Relations with Coworkers has been done by using statistical techniques.

3.11.6 Testing Of Hypotheses:

This chapter analyzes the Interrelationship in components of Job satisfaction, Model evaluation of components of job satisfaction and overall job satisfaction and Share of job satisfaction components with the help of Comparison of share of job satisfaction components, Comparison of share of job satisfaction components by industries (medium scale industries) and Comparison of share of job satisfaction components by industries (large scale industries).

3.11.7 Findings, Conclusions, Suggestions and Recommendations:

The findings, conclusions and recommendations are derived from the Profiles of the Companies, Data Analysis and Interpretation and from the Testing of Hypothesis. Conclusions are drawn with a view to bring about certain improvement in job satisfaction of workers and recommendations are made for the future research in this area.

3.12 Summary:

This chapter discussed the procedures employed in collecting the data. Three hypotheses were developed from the information obtained in the literature review that was used to examine the relationship between each organizational factor and the job satisfaction of the worker in an organization. The main focus was to know the percentage contribution of each organizational factor in the job satisfaction. This chapter explains the importance and reasons for choice of this topic. Overall process of research including methods of data collection and analysis is discussed in this chapter.
collection like, questionnaire, observation, selection of sample, tools and techniques of data analysis and hypotheses testing are discussed in this chapter. It also includes the significance, scope and limitations of the study.

References: