

CHAPTER III

RESEARCH METHODOLOGY

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Research methodology is the soul of research work. It is defined guideline for those who are doing research or willing to explore. This research methodology chapter discuss about the research problem selected by researcher, research objectives, research hypotheses, research design, sampling design, population determination, sampling size, sampling techniques, questionnaire design as data collection toll, pilot survey, checking reliability.

SIGNIFICANCE OF THE STUDY

For the survival of Industries it is necessity to continuously adopt new technologies & system which require highly competent workforce which is possible only if Industries continuously provide developmental opportunity to its employee. As the same time it is challenging for an industries to engage and retain talented workforce by satisfying their job requirement.

The present study helps in understanding Learning organization and employee engagement, retention and Job Satisfaction. It tries to highlight the various areas of learning organization which is the necessity of an industries.

The present study will be contributing to the academic as well as professional development of the Industries by focusing on effective way of providing learning, various factors for engaging employees and retaining them. It will also contribute towards job satisfaction of employees.

It highlights the association between Learning organization and employee engagement, retention and job satisfaction. Based on this information and related facts the organization can take appropriate steps for employee engagement, retention and Job satisfaction which lead to success, efficiency, and consistency of the organization.

RELEVANCE OF SOCIAL WORK PROFESSION

Human being is a social animal. Human craves for human relations, is unhappy if left alone for too long. They associate with fellows & joins group for the companionship. When humans are working within an organization, they spend most of their time in Job as an employee. Therefore, their interest, jobs, fears, personal aspiration, family and community problems which are aligned with their Job. Social work as a profession is always concerned to deal with human. Social work is a systematic way of helping individuals and groups towards better adaptation to work situation. In today's Scenario, the dynamic conditions of economic and technology require employees to keep rethinking about social situation, adopting new things & developing a network of new relationship. Thus, it is very important for the organization to develop a workplace where employee can have satisfying work relationship.

Social work as a profession has worked a lot for the employee's welfare, development & right at workplace. Social work as a profession help in creating safer & family-friendly workplace as well as helps in managing workplace conflict. A growing practice area for occupational social workers is in employee assistance programs.

In organization, Social work as a profession play role as a Human Resource management, Industrial Relation and Industrial Social Work. It is always important for industries to have a well-trained and responsive workforce. Human Resource personnel helps employees to develop their skills and their ability to use their own resources and work as a team to resolve problems. Social work professional working as human resources consultant; guide and nurture the employees right from recruitment, induction, performance to their advancement in the organization. In today's everchanging legal, economic, cultural and technological environment which require to emphasizes on accountability & effective management of human talent which is very critical. Considering the complex nature of Human behavior, human resources managers continuously focus on employee's development, retention, satisfaction.

OBJECTIVE OF THE STUDY

- To study learning organization and explore various characteristic of learning organization
- To analyze various drives underlying employee engagement
- To examine retention within organization
- To measure job satisfactions of employee
- To study relationship between personal variable such as age, education, designation and total experience and learning organization, employee engagement, Retention and Job satisfaction.

HYPOTHESIS OF THE STUDY

- There is relationship between employee engagement and retention
- Better learning opportunity, higher will be Job satisfaction
- Higher the Employee engagement, Greater will be Job satisfaction

RESEARCH DESIGN

The research design is exploratory cum descriptive in nature. The study describes various aspects of learning organization, employee engagement, retention and Job satisfaction. It also explores to study relationship of Learning Organization with independent variable as well as with other variables such as employee engagement, retention and Job satisfaction.

UNIVERSE

Universe of the study were all employees working in various industries situated in Vadodara District.

POPULATION

The population of the present study comprises of employees working in industries from Vadodara Districts. The Industries were selected based on fulfillment of anyone of the below mentioned criteria.

- The industries which are listed in Fortune India 500 and that are located in Vadodara district.
(<https://www.fortuneindia.com/fortune-500?year=2017>)
- The industries which has been awarded as “A Great place to work” and are located in Vadodara District.
- The industries which are following any three characteristics (Holistic Frame, Strategic thrust, Shared Vision, Empowerment, Information flow, Internality, Learning and Synergy) of Learning Organization as its value.

RESEARCH SETTING

In present study, researcher has selected following industries for the purpose of collecting data.

Sr. No.	Organization	Frequency	Percent (%)
1	CEAT Tyres Limited	68	18.9
2	GAIL (India) Limited	34	9.4
3	IDEX India Private Limited	48	13.3
4	Larsen & Toubro Limited	40	11.1
5	Lupin Limited	40	11.1
6	National Engineering Industries Ltd.	39	10.8
7	Schaeffler India Limited	53	14.7
8	Schott Kaisha Private Limited	38	10.6
Total		360	100

SAMPLE & SAMPLING

For the present study researcher has used purposive sampling method. The sample of the study comprises of 360 employees from various level i.e. top, middle and lower levels who were selected from the above mention population. The sample were selected from the employees having an experience of one or more years.

VARIABLES

Independent Variables; include all personal information of the employee such as Age, education, qualification, department, designation, marital status, total work experience etc.

Dependent Variable; include various aspects related to Learning organization, employee engagement, Retention and Job satisfaction.

TOOL FOR DATA COLLECTION:

Primary Data :

The data was collected by using questionnaires method. It comprises of both Closed as well as opened-ended questions.

Researcher has used standardized questionnaire for Learning Organization (by Udai Pareek) and Job satisfaction, (By Professor C.N. Daftuar). And for the other variables i.e. Employee Engagement and Retention, self-design questionnaire was used. Likert five points rating scale was used ranging from 1 – 5 (Strongly Disagree to Strongly Agree) for employee engagement and retention.

1. **Learning organization** measures 8 dimensions with 48 items. These dimensions are Holistic Frame, Strategic thrust, Shared Vision, Empowerment, Information flow, Internality, Learning, Synergy
2. **Employee engagement** consisting of 6 dimensions with 24 items and these are Emotional Attachment, Communication, Involvement and Belongingness, Growth and Development, Change Management, Trust
3. **Retention** measures 6 dimensions which consists 21 items. These are Future Vision, Performance Enablement, Manager Effectiveness, Recognition, Work-Life Balance, Willingness to Stay.
4. **Job Satisfaction** measures 9 dimensions with 16 items. These dimensions are Creativity, Opportunity for Growth & Development, Decision Making power, Job Security, Remuneration, Working Condition, Interpersonal Relationship, Recognition to work, discrimination of power.

This self-design tools were validated by the distinguished and experienced experts from the field of Human Resource Management who belong to academic as well as Industries. Experts were asked to give their suggestions on statement for both Variables. Modification were made based on their suggestions. Thus, in this study only those statements were used which were proper and fulfill the purpose of the study.

Secondary data: The secondary data were collected from journal articles, reviewed journal, magazines, books etc.

Reliability of Tool

Reliability test was conducted to ensure reliability of statement used in the Employee Engagement and Retention To test the internal consistency, researcher has applied the Cronbach's alpha test using the reliability. Here, researcher has considered a sample of 65 respondents (which is 15% of the total sample). By following the rule of George and Mallery (2003) the output can be interpreted as:

Reliability of Employee Engagement

Case Processing Summary			
		N	%
Cases	Valid	65	100
	Excluded ^a	0	0
	Total	65	100
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.941	0.941	24

The alpha coefficient is 0.941, which suggest the greater internal consistency of the items (variables) in the scale.

Reliability of Retention

Case Processing Summary			
		N	%
Cases	Valid	65	100
	Excluded ^a	0	0
	Total	65	100
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.915	0.925	21

The alpha coefficient is 0.915, which suggest the greater internal consistency of the items (variables) in the scale.

The secondary data will be HR policies & Procedure, organizations' website, publications in academic and professional journals and books.

TREATMENT OF THE DATA

Researcher has used editing, coding, tabulation and interpretation of data. Standard deviation, correlation, chi-square, ANOVA and Post Hoc Test as a statistical tool by using SPSS.

LIMITATION

Researcher has faced following limitations throughout the process of data collection.

- Researcher faced difficulties in getting permission; its time-consuming process which increase duration of data collection.
- As its new area of studies, initially it was difficult to get secondary data specially in Indian context.

OPERATIONAL DEFINITION

Learning Organization

The learning organization is an organization where employees continuously develop their capacity to achieve goal, where creative & innovative way of thinking are natured, where people continuously focus on learning as an individual as well as an organization. In this present study, learning organization refers to eight dimensions viz holistic approach, strategic thinking, shared vision, empowerment, Information flow, Internality, learning and synergy which are identified for learning organization. s

Employee Engagement

Employee engagement is the emotional attachment of an employee towards his or her job, peers and organization. In this study, employee engagement refers to employee's emotional attachment, involvement and belongingness, growth & development, communication, trust and change management.

Retention

Retention refers to the strategies in the form of various policy, procedure and practices implemented by organization to help the employees to stay within the organization for longer duration. In this Study, Retention refers to future vision, performance enablement, manager effectiveness, Recognition, work-Life Balance, willingness to stay.

Job Satisfaction

Job satisfaction refers to the positive feelings of employees towards their job which includes their salary, working condition, interpersonal relations, recognition and career opportunity. In this study, Job Satisfaction refers to creativity, opportunity for growth & development, decision making power, job security, remuneration, working condition, interpersonal relationship, recognition to work, discrimination of power.

CHAPTALIZATION OF RESEARCH REPORT

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