

CHAPTER 3

RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

Researcher has opted for mixed method approach in order to derive benefits of both qualitative and quantitative approaches. Mentioned below are the title and objectives of the research to give premise for methodology:

Title: “A study on Human Resource Challenges of Development Sector Organizations in Selected Districts of Gujarat”

Objectives of Research

1. To explore prevailing patterns in the HR practices and challenges experienced by different Development Sector Organizations in selected districts of Gujarat
2. To find out the challenges faced in Human Resource Management by development sector organizations in context of following subsystems of HR
 - Recruitment and Selection
 - Induction& Placement
 - Training & Development
 - Remuneration & Benefits
 - Career development
 - Performance Management
 - Work culture
 - Employee Retention
3. To study the strategies, current practices used by the organizations to overcome HR challenges faced by them
4. To develop a model or a set of recommendations that can help to alleviate the current HR challenges faced by Development Sector Organizations and also help them to be prepared for their future HR needs based on the findings of the study

Rationale for Mixed Method approach

Mixed method strategy in research involves collecting and analysing both quantitative and qualitative strategies data in a single study. The concept of mixing different methods probably originated in 1959, when Campbell and Fiske used multiple methods to study validity of psychological traits. They encouraged others to employ their "multimethod matrix" to examine multiple approaches to data collection in a study. These prompted others to mix methods, and soon approaches associated with field methods such as observations and interviews (qualitative data) were combined with traditional surveys (quantitative data) (S. D. Sieber, 1973). Recognizing that all methods have limitations, researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods. Triangulating data sources-a means for seeking convergence across qualitative and quantitative methods-were born (Jick, 1979). From the original concept of triangulation emerged additional reasons for mixing different types of data. For example, the results from one method can help develop or inform the other method (Greene, Caracelli, & Graham, 1989).

Alternatively, one method can be nested within another method to provide insight into different levels or units of analysis (Tashakkori & Teddlie, 1998). These reasons for mixing methods have led writers from around the world to develop procedures for mixed methods strategies of inquiry and to take the numerous terms found in the literature, such as multimethod, convergence, integrated, and combined (Creswell, 1994) and shape procedures for research (Tashakkori & Teddlie, 2003). In particular, three general strategies related to mixed method approach are mentioned below:

- 1.) Sequential procedures**, in which the researcher seeks to elaborate on or expand the findings of one method with another method. This may involve beginning with a qualitative method for exploratory purposes and following up with a quantitative method with a large sample so that the researcher can generalize results to a population. Alternatively, the study may begin with a quantitative method in which theories or concepts are tested, to be followed by a qualitative method involving detailed exploration with a few cases or individuals.

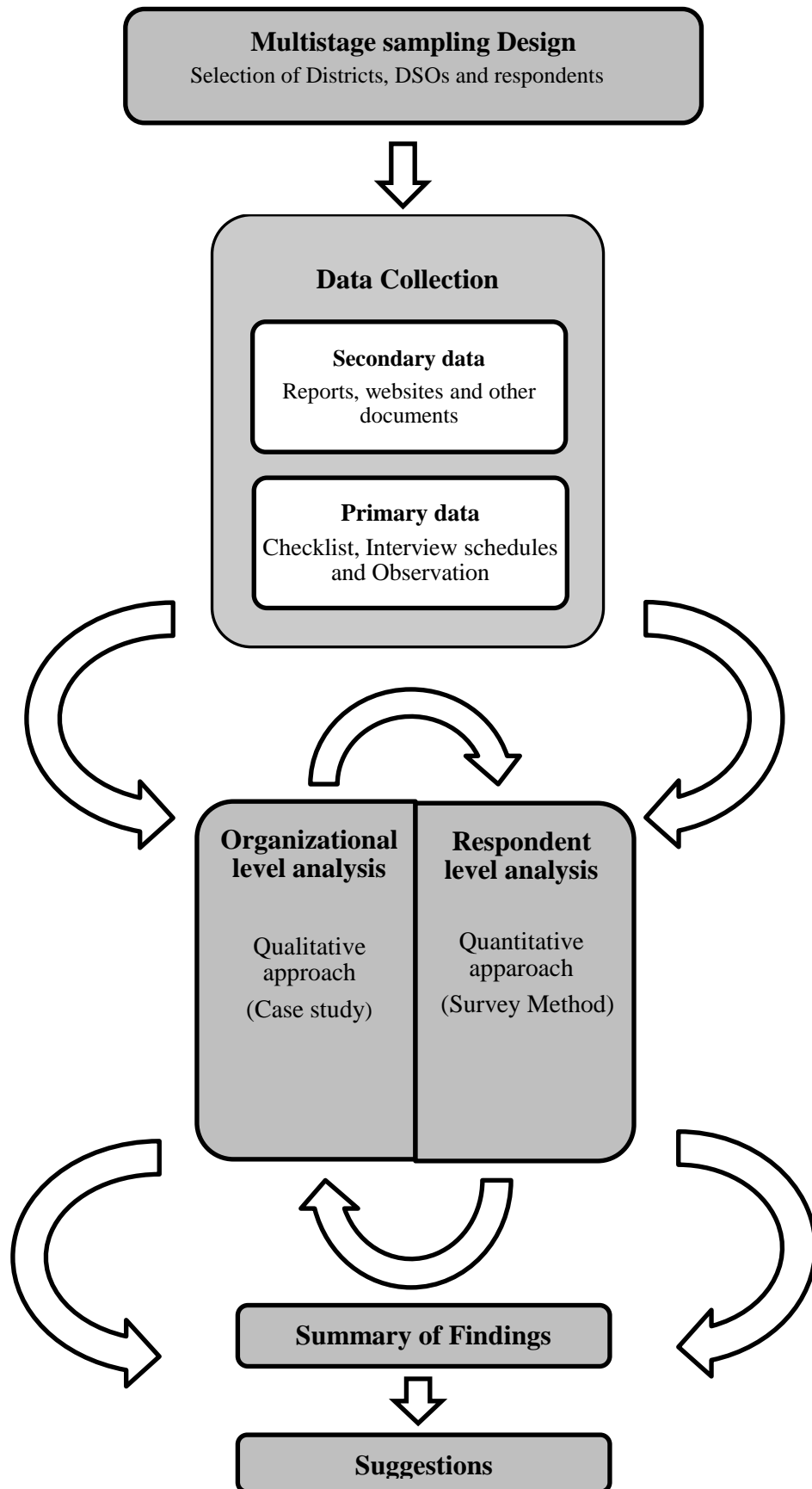


Figure 3.1: Mixed Method Research Design

- 2.) **Concurrent procedures**, in which the researcher converges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator collects both forms of data at the same time during the study and then integrates the information in the interpretation of the overall results. Also, in this design, the researcher nests one form of data within another, larger data collection procedure in order to analyse different questions or levels of units in an organization.
- 3.) **Transformative procedures**, in which the researcher uses a theoretical lens as an overarching perspective within a design that contains both quantitative and qualitative data. This lens provides a framework for topics of interest, methods for collecting data, and outcomes or changes anticipated by the study. Within this lens could be a data collection method that involves a sequential or a concurrent approach.

In this study, researcher has used **concurrent procedure** where quantitative and qualitative data is collected simultaneously. **Figure 3.1** shows the Mixed method research design followed in this study. Mentioned are the objectives of research in order to give premise for the methodology.

Operational definition of ‘Development Sector Organization’

To maintain clarity for purpose of this study, researcher has specified the definition of Development Sector Organizations as per the following:

Development Sector Organizations (DSOs) means Voluntary organization or Non-Governmental Organizations engaged in public service, based mainly on **social development considerations** and having following characteristics:

- They are self-governing, i.e., not controlled by Government
- They are not for profit
- They are engaged in work areas such as Environment & Natural Resource Management, Education, Health care, Sanitation, Agriculture & livelihood, Disabled welfare, Microfinance, Women empowerment, Training & Skill development, Old age care, Child rights, Human Rights etc.

- They are registered organizations with defined aims and objectives under **any of** the following acts
 - Bombay Public Trusts Act 1950
 - Indian trusts act of 1882
 - Registration of Societies Act 1860
 - Section 25 Non-profit Company under the Companies Act 1956
 - Section 8 Non-profit Company under the Companies Act 2013

Inclusion

- Community-based organizations (CBOs) and Non-governmental development organizations (NGDOs) which are active and visible through their work in any of the areas mentioned above
- Trusts, Foundations and Charitable organizations working for the welfare of poor and needy
- A foreign not-for-profit organization registered as a branch, liaison or project office
- Foundations, Trusts established or supported by Industries
- Organizations which are legally registered for a period of minimum 3 years on the date of approach by research scholar

Exclusion

- Associations of Industries, Chambers of commerce (e.g. CII, FGI, VCCI etc.)
- Associations of professionals such as lawyers, chartered accountants, engineers
- Large charitable institutions like schools, colleges and hospitals
- Religious organizations
- Political organizations

Universe

The universe consists of all Development Sector Organizations in Gujarat. According to the data available on the website of Legal Department – Government of Gujarat as on 31/12/2014, total 2, 22,624 trusts are registered under the office of Charity Commissioner in Gujarat. Table 3.1 shows four areas of appellate jurisdiction in Gujarat.

Table 3.1 Areas of Appellate Jurisdiction in Gujarat

No.	Name of Office	Areas of Appellate Jurisdiction
1	Charity Commissioner and Administrator General	Ahmedabad, Mehsana, Patan, Sabarkantha, Banaskantha, Gandhinagar
2	Joint Charity Commissioner and Deputy Administrator General, Vadodara	Vadodara, Panchmahals, Dahod, Kheda, Anand
3	Joint Charity Commissioner and Deputy Administrator General, Rajkot	Rajkot, Bhavnagar, Junagadh, Bhuj, Amreli, Surendranagar, Jamnagar, Porbandar
4	Joint Charity Commissioner and Deputy Administrator General, Surat	Surat and Vyara, Bharuch, Narmada, Navsari, Valsad and Dangs

(Source: <http://legal.gujarat.gov.in/appealat%20region%20of%20charity.html>, June'2012)

Sampling Design

As the geographical area considered for the study is large and so is the number of total DSOs in the area, the researcher will use multi stage sampling as mentioned below.

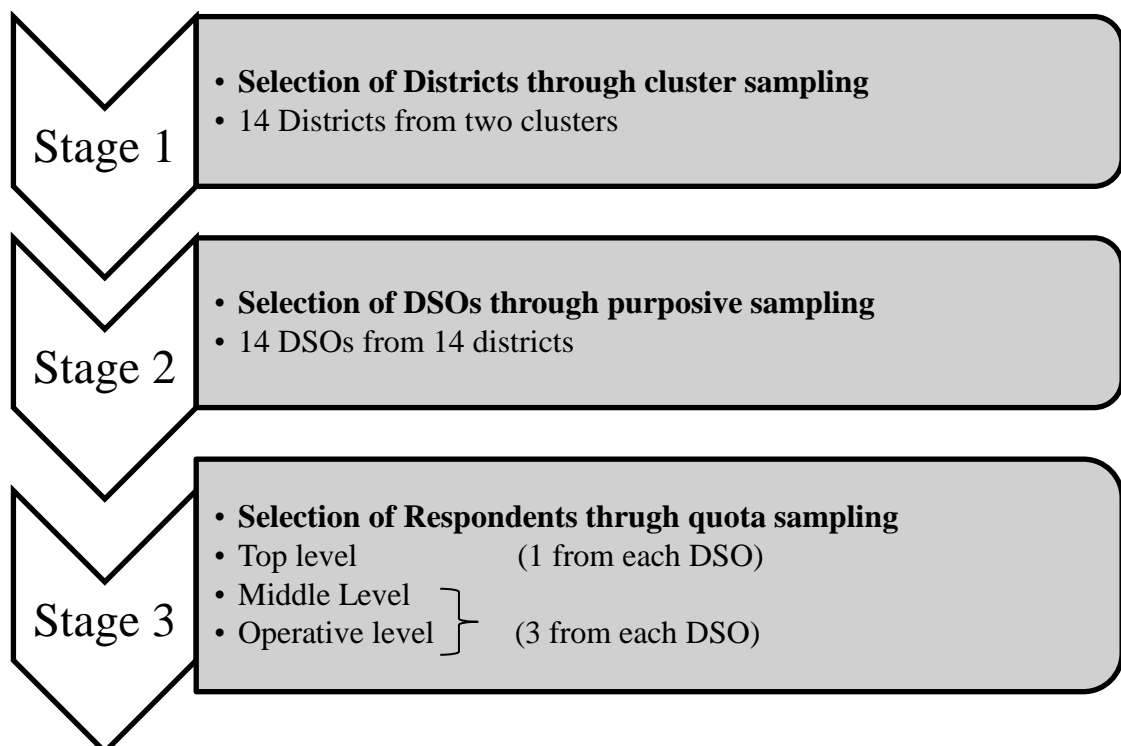


Figure 3.2 Multistage Sampling Design

Stage 1: Selection of Districts through cluster sampling:

If the total area of interest happens to be a large one, the total area can be divided into a number of smaller non-overlapping areas and then to randomly select a number of these smaller areas (usually called clusters), with the ultimate sample consisting of all units in these small areas or clusters. If clusters happen to be some geographical subdivisions, in that case cluster sampling is better known as area sampling.

Out of the four areas mentioned in the table above, researcher has chosen following areas considering concentration of appropriate DSOs for the study and their approachability (Areas highlighted in Table 3.1):

- 1.) Areas of Ahmedabad, Mehsana, Patan, Sabarkantha, Banaskantha, Gandhinagar under office of Charity Commissioner and Administrator General
- 2.) Areas of Vadodara, Panchmahals, Dahod, Kheda, Anand under office of Joint Charity Commissioner and Deputy Administrator General, Vadodara

The focus on one geographical area is to ensure some similarities in the characteristics of sampling units which could give more clear and specific picture of HR challenges of the DSOs in particular region. Table 3.2 shows the distribution of registered trusts and societies across areas. It also shows that the areas chosen by researcher have maximum concentration of registered trusts and societies. Along with that these areas also have divisions of urban, rural and tribal centers which are important for the study.

Stage 2: Selection of DSOs from clusters through purposive sampling:

As the purpose of research is to study organizations from the HR perspective, it is necessary to consider only those organizations which fit into the Operational definition of 'Development Sector Organization' as mentioned in first chapter. Though there is data available regarding total number of registered trusts and societies, there is no official data available about the details of total employee strength of DSOs in Gujarat. The available numbers also include a large number of organizations which do not come under the purview of this study. Thus Quota sampling has been considered to be the suitable method to target appropriate DSOs from selected districts.

Table 3.2: Registered Trusts and Societies in Gujarat

Charity Organization, Ahmedabad. Details of the Trust and Societies as on 31/12/2012 ચેરીટીઑત્રની પ્રાદેશીક કચેરીઓમાં નોંધાયેલ ટ્રસ્ટોની માહિતી દર્શાવતું પત્રક. તા.૩૧/૧૨/૨૦૧૪ ની સ્થિતિએ.										
અ.નં.	કચેરીનું નામ	કચેરીનું નામ	વિભાગ							
			એ	બી	સી	ડી	ઇ	એફ	ગુલ	સોસાયટી
1	અમદાવાદ	અમદાવાદ	4295	66	27	33	20800	17895	43116	18382
2	ભુજ	ભુજ	1975	38	1	1	2697	2738	7450	2749
3	મહેસાણા	મહેસાણા	1947	4	0	1	3605	3882	9439	3995
4	નડીયાદ	નડીયાદ	2852	9	1	42	6180	2332	11416	2630
5	વડોદરા	વડોદરા/છોટા ઉદેપુર	3039	27	6	32	7590	3081	13775	3398
6	ભરૂચ	ભરૂચ	1675	2	16	10	2691	1416	5810	1416
7	સુરત	સુરત	3161	31	210	69	8475	2715	14661	2818
8	રાજકોટ	રાજકોટ/મોરબી	3316	102	1	3	10017	3419	16858	3796
9	ભાવનગર	ભાવનગર/બોટાદ	1919	54	1	4	3155	2912	8045	2989
10	જુનાગઢ	જુનાગઢ/ગીર સોમનાથ	3533	98	1	3	8801	4845	17281	4874
11	પાલનપુર	પાલનપુર	826	14	2	1	1471	5881	8195	5783
12	હિંમતનગર	હિંમતનગર/અરવલ્લી	729	4	0	9	3701	4317	8760	4326
13	ગોધરા	ગોધરા/મહીસાગર	517	11	2	3	2530	2683	5746	2703
14	વલસાડ	વલસાડ/ડાંગ	394	10	36	9	1792	1946	4187	1932
15	ડાંગ	ડાંગ	11	0	0	3	171	534	719	551
16	અમરેલી	અમરેલી	1458	49	0	0	2109	1797	5413	1849
17	સુરેન્દ્રનગર	સુરેન્દ્રનગર	1393	20	0	0	1419	3852	6684	3893
18	જામનગર	જામનગર/દેવભૂમિ ધ્વારકા	1819	85	1	4	3890	1170	6969	1265
19	પાટણ	પાટણ	1115	36	0	1	1402	2212	4766	2227
20	ગાંધીનગર	ગાંધીનગર	736	6	0	3	2247	2300	5292	2339
21	આણંદ	આણંદ	1610	17	0	23	3132	1626	6408	1669
22	દાહો	દાહો	157	22	1	5	1505	2330	4020	2332
23	રાજપીપળા	રાજપીપળા	260	0	0	1	836	927	2024	905
24	નવસારી	નવસારી	638	9	96	6	1676	958	3383	742
25	પોરબંદર	પોરબંદર	510	36	0	0	1044	617	2207	600
		કુલ.....	39885	750	402	266	102936	78385	222624	80163

(Source: <http://legal.gujarat.gov.in/cherity%20trust%20.html>, Dec'2014)

Using snowball technique researcher inquired to practitioners and field experts about all DSOs in selected areas which fit under the operational definition and approached all of them. Out of all DSOs approached, 14 of them responded positively within the time frame and agreed to provide data for the study. In addition to the criteria mentioned in the operational definition of DSOs, researcher has also considered following aspects while selecting appropriate DSOs.

Current Status of HR

Researcher has selected DSOs having minimum number of 15 team members including on roll full time employees, part time employees, people working on contract basis or consulting basis, paid volunteers or any person who is associated with ongoing activities of DSO and getting any monetary benefit in return of the services. For the purpose of sampling, first priority has been given to the DSOs which

have a separate HR or Personnel department or which has appointed at least 1 person handling the HR or Personnel function.

Sectoral Diversity

Researcher has also covered a range of DSOs which are working in all different sectors such as Environment & Natural Resource Management, Education, Health care, Sanitation, Agriculture & livelihood, Disabled welfare, Microfinance, Women empowerment, Training & Skill development, Old age care, Child rights, Human Rights to get broad spectrum of responses and ideas.

Expert View

Researcher has consulted with a panel of experts to identify most appropriate DSOs to be covered as sampling units.

- Official representatives and Senior Academicians of reputed academic institutions offering courses related to Social work or management of DSOs or those institutes which are involved in research projects or trainings related to social sector
- Administrators, representatives of reputed DSOs
- Management Consultants, Trainers, Independent researchers who have experience of working with HR aspects of DSOs

Stage 3: Selection of respondents through quota sampling:

From each of the selected DSO, researcher decided to cover respondents of following levels of management in order to get views about HR challenges from across the levels of organizations and also to seek possibilities to observe similarities and contradictions in responses.

- *Top level* included respondents having designations such as Director, CEO, Managing Trustee etc.
- *Middle level* included respondents in managerial positions such as Program manager, Program coordinator, Head of the Department, Centre Head etc.
- *Operative level* included respondents at executive level such as Program associate, Admin officer, Clerk etc.

From each DSO, Researcher decided to cover total 3 respondents including Middle level and Operative level and one respondent each from Top level whenever possible. In stipulated period of time responses have been taken from total 49 respondents out of which 42 are from middle and operative level and 7 respondents are from top level.

Methods of data collection

Secondary data and primary data have been collected as per the following:

(A) Secondary data: Secondary data is collected from the following sources:

- Internal sources such as
 - Annual reports of the organization
 - Research publications
 - Promotional brochures
 - Policy documents
- External sources such as
 - Data published by country's central, state and local governments
 - Publications released by international organizations
 - Results of research work published by academic institutions
 - Online websites, blogs and forums,
 - Available books, journals and reports in the libraries

Tool

Checklist: Researcher has used checklist to collect the essential data related to the basic profile of the organization and to understand the current status of Human Resources department: (Checklist is attached in Annexure)

- Organization profile checklist includes details such as legal status of the organization, registration, sectors of work, employee strength.
- Checklist also includes list of documents such as annual report, HR policy documents, compensation structure, training record and any other important documents available which are important from HR perspective.

(B) Primary data: Primary data is collected using following methods.

1. In depth interviews: Semi structured Interview schedule is used as a tool which consists of both close ended and open ended questions. The questions are related to challenges faced by the organization in relation to following subsystems of HR:

- Recruitment & Selection
- Induction & Placement
- Training & Development
- Remuneration & Benefits
- Career Development
- Performance Management
- Work Culture
- Employee Retention
- Future HR needs

Majority of the respondents are from Middle and Operative level of the organization. Thus one interview schedule is designed for these categories and there is a separate schedule for respondents from Top level of management. Both schedules include questions based on the above mentioned subsystems of HRM but there are a few changes in the number and framing of questions considering the difference among respondents according to their roles in the organization. (Interview schedules are attached in Annexure)

2. Non participant Observation: Most of the direct questions related to HR challenges of the organization have been covered through in-depth interviews, though there are certain aspects of HR which could be understood only through observation. For example, physical working conditions and office facilities are very important for a pleasant work environment, which can be directly observed by the researcher rather than inquiring through a schedule or a questionnaire. There are also other aspects like the response from the organization after approaching for data collection, behaviour of the officials from different levels of management while approaching for interview, emotions and views expressed by the respondents while sharing various HR aspects of the organization, which could give significant

information in relation to the study. Inferences from these observations have been included in case studies of the DSOs especially while describing its ‘work culture’.

Reliability

Researcher has consulted various experts including senior academicians in social sciences and management, experienced professionals of DSOs, government officials dealing with DSOs and individuals whose profiles are similar to the potential respondents for validating the tools.

Pilot testing was carried out using all tools mentioned above covering six respondents from two DSOs having similar characteristics as the ones taken in sample. Appropriate modifications were made based on the outcome of testing. During pilot study it was observed by researcher that people who are working at Middle Level (in positions such a Program Coordinator and Program managers who have worked for many years with the same organization), gives the most open feedback without hesitation. The reason being these are the employees who are likely to have gained some level of security in the organization and also in their careers and they have less amount of fear while sharing their views openly about HR aspects. Thus researcher made conscious efforts to cover more respondents from middle level in order to get more insights for the study.

Analysis

Qualitative analysis through Case Study method

Researcher has opted for using Multiple Case studies method to describe HR challenges of DSOs working in diverse areas. Case study method allows the researcher to explore individuals or organizations, simple through complex interventions, relationships, communities, or programs (Yin, 2003) and supports the deconstruction and the subsequent reconstruction of various phenomena. This is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources. This ensures that the issue is not explored through one lens, but rather a variety of lenses which allows for multiple facets of the phenomenon to be revealed and understood. Stake (1995) and Yin (2003) have based their

approach to case study on a constructivist paradigm. Constructivists claim that truth is relative and that it is dependent on one's perspective. This paradigm "recognizes the importance of the subjective human creation of meaning, but doesn't reject outright some notion of objectivity.

Mention below is the **conceptual framework for case studies**. Researcher has collected primary and secondary data using above mentioned methods and have prepared case studies of 11 DSOs following the framework.

About Organization

- Origin, background, legal existence and brief introduction of DSO
- Vision, mission, goals/objectives

Nature of work

- Sectors of intervention (Health, Education, Livelihood etc.)
- Reach (Geographical spread, beneficiaries reached etc.)
- Accreditations
- Awards and recognition

HR Department and Employee Strength

- Total number of employees and its break in terms of modes of appointment, gender, level in hierarchy etc.
- Details of whether there is a separate HR department, role divisions within HR department
- Details of documented policies and procedures related to HR

HR systems: Current status and challenges as shared by respondents

Recruitment and Selection

- Methods used for recruitment and selection, their effectiveness, challenges in filling up positions, identifying appropriate candidates etc.

- Current status of web presence of the organization including qualitative review of website and its usage for HR purpose, presence of organization on social media etc.

Induction

- Details of induction/orientation program conducted by DSO, its components, duration etc.

Training & Development

- Policy, procedure related to training, methods of identifying training needs, nature of trainings, areas of training needs at various levels, challenges in organizing and conducting training programs, resource constraints etc.

Remuneration and Benefits

- Policies and procedures related to remuneration, salary structures, other benefits and allowances

Career Development

- Ways in which DSO provides career path and growth opportunities to its employees, examples of current employees who have grown within organization
- Views of employees about the extent to which organization provides long term job security

Performance management

- Processes for goal setting, annual performance appraisal, criteria of evaluation, basis of increments
- Views of employees towards performance management system
- Mechanisms for rewarding exceptional performers

Work culture

- Observations about physical working environment, review of policies and procedures to maintain a good work culture

- Views of employees related to team work, decision making process, alignment of work culture with the vision and philosophy
- Nature of grievances and process of handling them

Employee Retention

- Annual employee turnover, perception of respondents about employee retention
- Factors affecting turnover, trends in employee turnover
- Efforts by organization to retain employees for longer time

Future HR needs

- HR needs of DSO as per the growth plan and environmental factors, future manpower requirement, plans for strengthening HR by developing policies, systems etc.

Discussion

- Peculiar responses by employees along with observations by researcher related to HR aspects.
- Highlighting specific strengths, weaknesses and challenges of the DSO with respect to HR

Suggested strategies

- Strategies suggested by researcher in relation to the specific HR challenges faced by the DSO considered for case study
- These strategies are brief and organization specific. Detailed strategies considering a wide range of HR challenges faced by various types of DSOs are presented in Chapter 5.

Quantitative Analysis:

Frequency distribution of employees' responses have been presented using SPSS in both Organizational level analysis and Respondent level analysis. In Organizational level analysis, various characteristics of 14 DSOs and its significance have been analyzed. In Respondent level analysis, responses of 42 employees from middle level and operative level have been presented in relation to various subsystems of HR.

Summarising Findings

Researcher has summarised findings based on both qualitative and quantitative analysis. Specific HR challenges have been identified by looking in to similarities and contrasts among various case studies. At the same time quantitative analysis at respondent level has also been helpful to derive some of the areas of HR challenges which have emerged as more prominent. Along with following the conceptual framework of case studies, researcher has also been following inductive approach in order to derive important themes which may fall outside the pre designed framework but add significant value to this study.

Expected Benefits of research outcomes

The most important factors for the success of Development Sector Organizations are their Human Resources. The strengthening of HR will result in to well-equipped and trained manpower engaged in Development Sector and the ultimate benefit will reach to the underprivileged who are the main stakeholders. The outcomes of this study could show different ways in which HR can be structured for Development Sector Organizations of different types working in different areas. It could act as a knowledge resource through which DSOs could benefit by learning and implementing good HR practices. It could also generate interest among researchers to explore further in this area and generate in depth knowledge from different perspectives.

Following stakeholders could benefit from the outcomes of this study.

- Directors, administrators of DSOs
- Policy makers, planners in Government and Non-Government Organizations
- Academicians working in the areas of Social Work, NGO management, Human Resource Management
- HR practitioners working in either for profit or not for profit sector
- Corporates engaging with DSOs for their CSR Activities
- Management consultants working in the area of Human Resource Management
- Students of Management, Social work

Limitations of study

As research is done at an individual level without any funding support, it limits the possibility of reaching out to a larger number of organizations and respondents.

This chapter explains Research methodology used for the study. In the beginning, researcher has explained the rationale for using mixed method approach which helps to derive benefits of both quantitative and qualitative methodologies. It also includes list of objectives of the research and operational definition of ‘Development Sector Organizations’. Followed by the definition is the description about Universe, Sampling Design, Methods of Data collection and analysis. Researcher has selected 14 Development Sector Organizations in selected districts of Gujarat working in focus areas such as Health care, Education, Agriculture & Livelihood, Disable Welfare, Training & Skill development and so on. Respondents include 49 employees working at Top, Middle and Operative levels in DSOs. The next chapter includes Data analysis and discussion at organizational level (including case studies) and at respondent level.